



**OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
(OYAGSB)**

UNIVERSITI UTARA MALAYSIA

MASTER OF BUSINESS ADMINISTRATION

**ODMZ 6996
PROJECT
PAPER**

Guideline for MBA Project Paper

1.0 INTRODUCTION

The MBA project paper is a capstone project and compulsory component of OYAGSB MBA programme. The core aim of the project paper is to provide an avenue for the MBA students to apply the knowledge learnt in the MBA programme to **address practical industrial issues**, by means of conducting a mini-research.

This guideline aims to provide students with a step-by-step mechanism on how to go about the various stages of the project paper. Also included in this guideline is the rubric to be used by supervisors and reviewers to grade the final report.

2.0 OBJECTIVES

The objectives of the project paper are as follows:

- a. To draw together and integrate the knowledge and skills learnt from the MBA programme to solve business practice problems.
- b. To apply scientific methods in conducting research independently and to develop the ability to organize work with a view to achieve specific goals.
- c. To address industrial problems in firms and suggest improvements.

3.0 PROCESS FLOW

- a. ODMZ6996 Project Paper is to be enrolled by students who have completed ALL coursework.
 - b. Students are required to propose a title for the project paper and to nominate a supervisor 1 (ONE) semester BEFORE registering for ODMZ6996 Project Paper by filling in the "[Application for MBA Project Paper Form](#)" (APPENDIX H).
 - c. Students are required to register for ODMZ6996 Project Paper at the beginning of the semester.
 - d. A supervisor will be appointed by the school to guide the student through:
 - i. Nomination by the student (subject to committee approval)
- OR**
- ii. Assignment by the school (depending on area of research issue)
- e. Students are expected to work closely with the supervisor about their research work.

- f. The report will be assessed for similarity index (turnitin). Once the report is ready, students are required to submit the "Intent to Submit MBA Project Paper" form (APPENDIX I). Please follow the guideline for turnitin procedure.
- g. A reviewer will be appointed to assess the final report alongside the supervisor. **60%** of the final evaluation marks will be given by the **supervisor** and **40%** to be given by the **reviewer**.
- h. A grade will be given based upon summation of marks by both supervisor and reviewer and if required, students are expected to do necessary corrections and proceed with final submission. The grade obtained for the project paper is considered as part of the CGPA.
- i. Before final submission of project paper, approval (signatures) for the "Certification of Project Paper" (pink form) (APPENDIX B) from the officer should be obtained.
- j. For final submission, students are required to submit the "Submission of MBA Project Paper" form (APPENDIX J) alongside **1 soft copy of the report (with all the data/evidence of research)**.

4.0 TOPICS

Students are allowed to conduct a mini-research on ANY practical issues pertaining to Business and Management (e.g. Accounting, Islamic Banking and Finance, Business Analytics, Entrepreneurship, Creativity and Innovation, Operations and Supply Chain Management, Human Resource Management; Communication and Business Negotiation) using either quantitative, qualitative or a combination of both techniques.

The choice of analytical technique must be sufficient to address the research objectives/questions of the study. The choice of quantitative data analytics includes but is not limited to:

- i. Descriptive statistics. (Frequency analysis)
- ii. Test of differences. (Mean comparison or group comparison)
- iii. Test of relationship significance. (e.g. Pearson correlation or regression)

The choice of qualitative data analytics includes but is not limited to the following:

- i. Focus group
- ii. Interview and observation

5.0 OUTLINE OF THE PROJECT PAPER

The following outline can be used as a general guideline for the research project report. A detailed elaboration of each section and sub-section is

provided as follows:

CHAPTER 1: INTRODUCTION AND PROBLEMS IDENTIFICATION

- Background of the study
- Problem statement
- Research questions and research objectives
- Scope of investigation
- Significance of the study
- Terms/Definition/Framework of research

CHAPTER 2: THE PAST AND PRESENT: AN OVERVIEW.

- Discussion on the issues/concepts: Past and present
- Discussion on the context/business situation

CHAPTER 3: RESEARCH STRATEGIES

- Discussion on the methods to be used to study the problem which includes the following:
 - Samples
 - Instruments
 - Data collection techniques
 - Proposed data analysis plan

CHAPTER 4: RESEARCH FINDINGS

- Quantitative / Qualitative data analysis results.
- Reporting and presentation of findings.

CHAPTER 5: CONCLUSION AND THE WAY FORWARD

- A conclusion on the achievement of research questions/objectives
- Discussion on the implication of this study to practice through research findings
- Suggestion on improvement and way forward.

6.0 TECHNICAL SPECIFICATIONS

- a. The recommended length of a complete Project Paper (6 credit hours) is not more than 30,000 words. The number of words does not include references, appendices, and information on the titling/preliminary pages.
- b. Students must use MS Word. The entire text, including headings and page numbers, must be produced using Times New Roman font. The font size should be 12 point. The project paper should be typed in 1.5 line spacing and there should be at least one line space between paragraphs and sections.
- c. Body text should be justified. Each page, including those in the appendices, must be numbered consecutively. All pages should be numbered at the bottom of the page. The left margin and the right, top and bottom margins should be at least 2.5cm (1 inch).

7.0 RUBRICS

Scoring Scale 0 = no evidence 1 = little evidence or major flaws 2 = adequate minimum 3 = research well done, few minor omissions, met standards 4 = research well done, exceed minimum standard	a. Weightage	b. Score	Reviewer score $((a*b) / 4)*40\%$	Supervisor score $((a*b) / 4)*60\%$	Total score
Chapter 1: Introduction and problems identification <ul style="list-style-type: none"> • Background of the study • Problem statement • Research questions / research objectives • Scope of investigation • Significance of the study • Terms/Definition/Framework of research 	20				
Chapter 2: The past and present: An overview <ul style="list-style-type: none"> • Discussion on the issues/concepts: Past and present • Discussion on the context/business situation 	15				
Chapter 3: Research strategies <ul style="list-style-type: none"> • Discussion on the methods to be used to study the problem which includes the following: <ul style="list-style-type: none"> ○ Samples ○ Instruments ○ Data collection techniques ○ Proposed data analysis plan 	15				

Chapter 4: Research findings <ul style="list-style-type: none"> Quantitative / qualitative data analysis results Reporting and presentation of findings 	15				
Chapter 5: Conclusion and the way forward <ul style="list-style-type: none"> A conclusion on the achievement of research questions / objectives Discussion on the implication of the study through research findings Suggestion on improvement and way forward 	15				
Technicality <ul style="list-style-type: none"> Writing mechanics Grammatical error Expression of thoughts and arguments 	10				
Compliance <ul style="list-style-type: none"> Similarity index: < 20% On time submission Wording requirements (Between 12,000 to 15,000 words) 	10				
TOTAL					

Please provide Grade and Recommendation for this **Project Paper (6 credits)**:

Grade	Mark Scale	Grade Point	Tick whichever is applicable
A+	90 – 100	4.00 (Excellent)	
A	80 – 89	4.00 (Excellent)	
A-	75 – 79	3.67 (Good)	
B+	70 – 74	3.33 (Good)	
B	65 – 69	3.00 (Good)	
B-	60 – 64	2.67 (Satisfactory)	
C+	55 – 59	2.33 (Satisfactory)	
C	50 – 54	2.00 (Fail)	
C-	45 – 49	1.67 (Fail)	
D+	40 – 44	1.33 (Fail)	
D	35 – 39	1.00 (Fail)	
F	0 - 34	0.00 (Fail)	

Pass	
Fail	

Signature : _____

*Supervisor's / Reviewer's Name: _____

*Delete whichever is inapplicable

Date : _____

**** Please note that the marking are as follows:**
 Supervisor : 60%
 Examiner/ Reviewer : 40%
**** passing grade is C+ and above**
**** The grade point will be taken into account in calculating the CGPA.**

Appendix A: Title Page for MBA Project Paper

**RELATIONSHIPS BETWEEN SOCIO-ECONOMIC STATUS,
PARENTAL INVOLVEMENT, PARENTAL STYLE
AND ACADEMIC ACHIEVEMENT**

By

ZAHYAH HANAFI

**Project Paper Submitted to Othman Yeop Abdullah
Graduate School of Business, Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement for
the Master of Business Administration**

Appendix B: Certification of Project Paper

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia



PERAKUAN KERJA DISERTASI/KERTAS PENYELIDIKAN/KERTAS PROJEK
(Certification of Dissertation/Research Paper/Project Paper)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

ASMILA HUSSIN

calon untuk Ijazah
(candidate for the degree of)

MASTER OF SCIENCES (MANAGEMENT)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

SHARED VISION AND FAMILY BUSINESS SUCCESSION CONFLICT : A CASE STUDY
ON MALAY FAMILY BUSINESS IN MALAYSIA

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada :

10 Disember 2013.

That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

10 December 2013.

Pengerusi Viva
(Chairman for Viva Voce)

Prof. Madya Dr. Nor Azila Bt Mohd Noor

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

Prof. Madya Dr. Hartini Bt Ahmad

Tandatangan
(Signature)

Tarikh: 10 Disember 2013
(Date)

Nama Pelajar
(Name of Student) : **Asmilia Hussin**

Tajuk Tesis/Dissertation
(Title of the Thesis/ Dissertation) : **Shared Vision And Family Business Succession Conflict : A Case Study On Malay Family Business In Malaysia**

Program Pengajian
(Programme of Study) : **Master Of Sciences (Management)**

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : **Dr. Norashidah Binti Hashim**

Tandatangan
(Signature)

Appendix C: Permission to Use

PERMISSION TO USE

In presenting this Project Paper in partial fulfillment of the requirements for a Post Graduate degree from Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this Project Paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my Project Paper. It is understood that any copying or publication or use of part of this Project Paper for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to UUM in any scholarly use which may be made of any material in my Project Paper.

Request for permission to copy or to make other use of materials in this Project Paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia (Kampus Kuala Lumpur)
27-1B Tingkat 1, Wisma Sri Muda (Menara 2)
Jalan Raja Muda Abd Aziz, Kampung Baru
50300 Kuala Lumpur Malaysia

Appendix D: Sample of Tables

Table 1.1

Market Capitalization Percentages and Total Value of Stock Traded (% of GDP)

Year	Total Value of Stock Traded %	Market Capitalization %	Change in Market Capitalization %
2004	37.59	22.57	38
2005	41.67	25.07	64,7
2006	42.87	33.45	5,4
2007	46.73	44.28	46
2008	32.82	16.12	- 46
2009	57.34	36.73	45
2010	57.34	41.71	34,7

Source: World Bank indicators 2010, Turkey. Capital market board of Turkey, annual report 2010

Appendix E: Sample of Tables (Continued)

Table 3.1
List of CSR Definitions by Various Scholars

Author	Definition
Bowen (1953)	CSR refers to the obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society.
Frederick (1960)	Social responsibility in the final analysis implies a public posture towards society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms.
Friedman (1962)	There is one, and only one, social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engage in open and free competition without deception or fraud.
Davis and Blomstrom (1966)	Social responsibility refers to a person's obligation to consider the effects of their decisions and actions on the whole social system.
Andrews (1973)	CSR is a balance between voluntary restraint of profit maximization, sensitivity to the social costs of economic activity and to the opportunity to focus corporate power objectives that are possible but sometimes less economically attractive than socially desirable.
Arrow (1973)	Firms 'ought to' maximize profit according to their social obligation since business profit represents the net contribution that the firm makes to the social good. On this basis, profit should be as large as possible and only be limited by law and ethical codes.
Sethi (1975)	Social responsibility implies bringing corporate behavior up to a level where it is congruent with the prevailing social norms, values and expectations of performance.
Carroll (1979)	The social responsibility of a business encompasses the economic, legal ethical and discretionary expectations that society has of organizations at a given point in time.
Jones (1980)	Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.

Table 3.1 (Continued)

Author	Definition
Wood (1991)	The basic idea of corporate social responsibility is that business and society are inter-woven rather than distinct entities.
Bloom and Gundlach(2000)	CSR is the obligation of the firm to its stakeholders – people and groups – who can affect or who are affected by corporate policies and practices. These obligations go beyond legal requirements and the company's duties to its shareholders. The fulfilment of these obligations is intended to minimize any harm and maximize the long run beneficial impact of the firm on society.
Baker (2003)	CSR is about how companies manage business processes to produce an overall positive impact of the firm on society.
Van Marrewijk (2003)	CSR is associated with the communion aspect of people and organizations, whilst corporate sustainability (CS) is associated with the agency principle. Therefore, CSR relates to phenomenon such as transparency, stakeholder dialogue and sustainability reporting, while CS focuses on value creation, environmental management, environmental friendly production systems, human capital management and so forth.
Crowther and Rayman-Bacchus (2004)	CSR in its broadest definition is concerned with what is – or should be – the relationship between the global corporation, governments and individual citizens whilst in its more local context it is concerned with the relationship between a corporation and its local society in which it resides or operates, or with the relationship between a corporation and its stakeholders.

Source: Kakabadse *et al.* (2007)

Appendix F: Sample of Figure

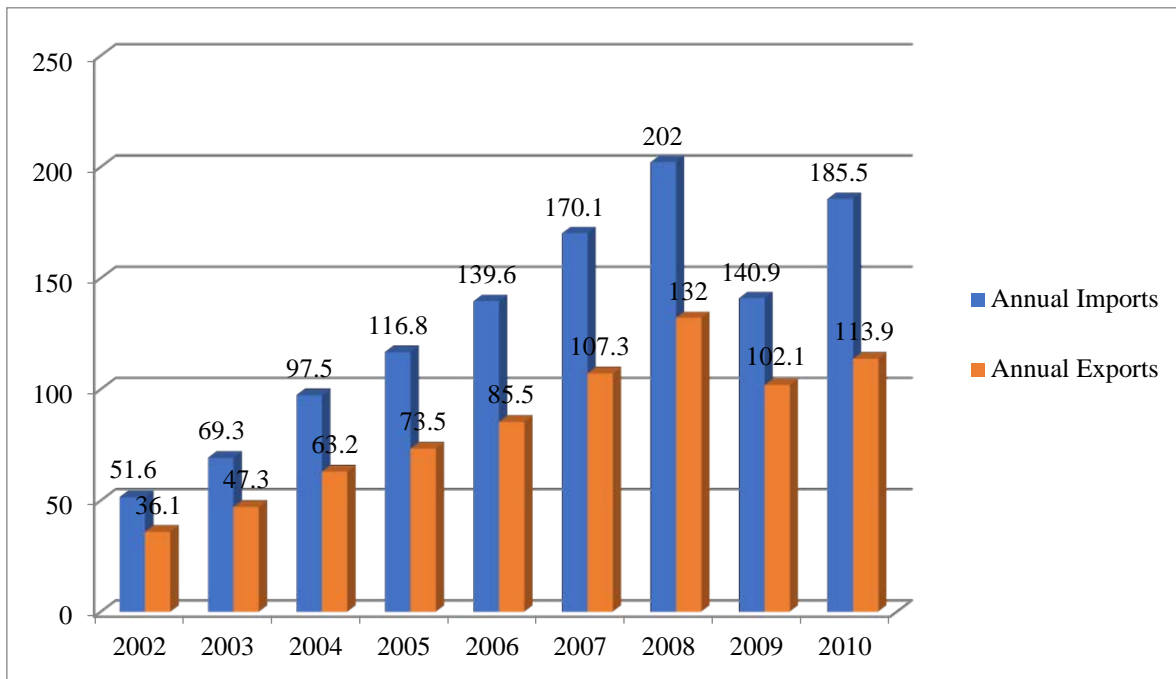
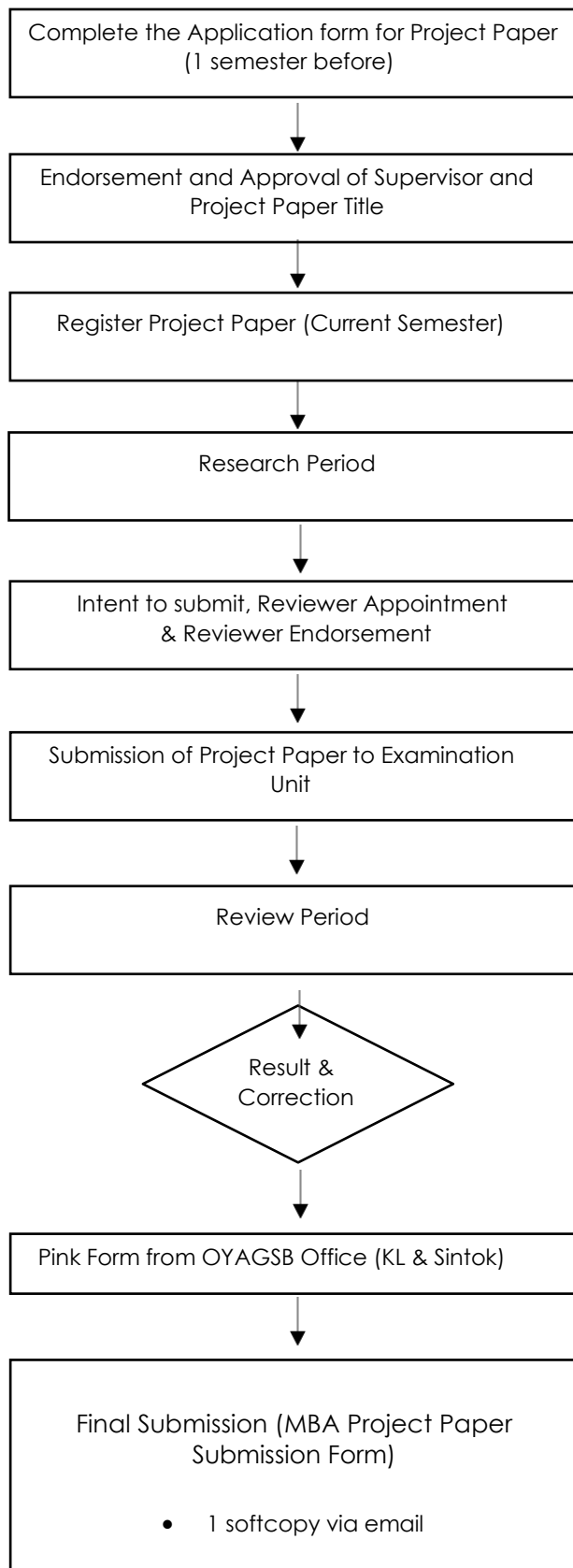


Figure 1.4

Annual Exports and Imports in Turkey in the Period 2002-2010 (Billion USD)

Source: Turkish statistical institute, 2010

Appendix G: Process Flow for Project Paper (ODMZ6996)



EXAMINATION UNIT ACTION

Supervisor Nomination Form
(Application for MBA Project Paper)

Academic Meeting

Academic Meeting.

Student submit softcopy with
Turnitin results to officer.

Project Paper Rubrics + 2 weeks'
review period

Reviewer & SV return the report
and result rubrics to Exam unit.

Examination unit responsibility:
 1. Keep a copy of the rubric result.
 2. Provide a copy of the rubric result
to MBA director.
 3. Provide a copy of the rubric
result and return softcopy to
student (student by mail) for
correction.

SV to endorse final correction
by student before final
submission.

Exam Unit process the "Submission
of MBA Project Paper" Form.

Appendix H: Application Form for Project Paper



APPLICATION FORM FOR MBA PROJECT PAPER (ODMZ6996)

Name	:	_____
Matric No.	:	_____
Semester	:	_____
E-Mail	:	_____
Telephone	:	_____
TOPIC: _____ _____		
Proposed Supervisor/s	:	_____
SUPERVISOR/S (Please Tick)		Signature & Stamp
Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	_____
ENDORSEMENT BY MBA DIRECTOR		
ENDORSED/NOT ENDORSED		Date
Signature and stamp : MBA Director		
_____		_____
APPROVAL BY DEAN		
APPROVED/NOT APPROVED		Date
Signature and stamp : Dean OYA Graduate School of Business		
_____		_____

Appendix I: Intention to Submit MBA Project Paper



INTENTION TO SUBMIT MBA PROJECT PAPER (ODMZ6996)

To: Dean
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia (Kampus Kuala Lumpur)
27.B Tingkat 1, Wisma Sri
Muda (UUMKL Menara 2)
Jalan Raja Muda Abd Aziz
Kampung Baru
50300 Kuala Lumpur
Malaysia
Tel: 6 04-928
7191/7192/7193/7194
www.oysgb.uum.edu.my
(Attn: Mr. Hajrul Naim Johari)

PART I (To be filled up by Student)

I intend to submit my Project Paper to be examined and my details as below.

Name of Student : _____

Matric No. : _____ H/P No: _____ Email: _____

Project Paper Title:

Candidate's Signature

Date

* Note: Please submit 1 soft copy of the Project Paper together with this form.

PART II (To be filled up by the Supervisor)

I am satisfied with his/her progress and have no objection regarding his/her intention.

Signature and Official Stamp

Date

I hereby nominate the reviewers as details below:

REVIEWER

1. Name :

Ext. No : Hand Phone No:

E-mail:

REVIEWER (RESERVE)

2. Name :

Ext. No : Hand Phone No:

E-mail:

PART III *(Endorsement by MBA Director)*

ENDORSED/NOT ENDORSED

Signature and stamp :

Date

PART IV *(Approval from OYAGSB)*

APPROVED/NOT APPROVED

Signature and stamp: on behalf of:

Date

Dean of OYA Graduate School of Business

PART V *(For Office Use Only)*

Received:

Appointment of Reviewer

Project Paper Submit to Reviewer:

Appendix J: Submission Form for MBA Project Paper



SUBMISSION OF MBA PROJECT PAPER (ODMZ6996)

Dean

Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia (Kampus Kuala Lumpur)
27.B Tingkat 1, Wisma Sri Muda (UUMKL Menara 2)
Jalan Raja Muda Abd Aziz, Kampung Baru,
50300 Kuala Lumpur, Malaysia
Tel: 6 04-928 7191/7192/7193/7194
www.oyagsb.uum.edu.my
(Attn: Mr. Hairul Naim Johari)

Sir/Madam

SUBMISSION OF MBA PROJECT PAPER

I _____ Matric No: _____

hereby submit the Project Paper titled:

.....
Candidate's signature

.....
Date

CERTIFIED

The above Project Paper is received on: _____

Receiver:

for:

Dean

Othman Yeop Abdullah Graduate School of Business

Note: Students has to submit one (1) in soft copy/CD of the Project Paper entitled to Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia.

