



**OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS (OYAGSB)**  
**UNIVERSITI UTARA MALAYSIA**  
**MASTER OF BUSINESS ADMINISTRATION**

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# **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 to the MBA student to apply the knowledge learnt in the MBA programme to **address practical industrial issues**, by means of conducting a mini-research.

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

## 2.0 OBJECTIVES

The objectives of the project paper are as follows:

- a. Draw together and integrate the knowledge and skills learned from the MBA programme to solve business practice problems.
- b. Apply scientific method to conduct study independently and to develop ability to organise work with a view to achieve specific goals
- c. 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 and to nominate a supervisor **1 (ONE) semester BEFORE** registering for ODMZ6996 Project Paper by filling in the **"Application for MBA Project Paper Form"**
- c. Students are required to register the ODMZ6996 at the beginning of the semester.
- d. A supervisor will be appointed to guide the student by the school through:
  - i. Nomination by the student (subject to committee approval)

**OR**

  - ii. Assignment by the school (depending on area of research issue)
- e. Student is expected to work closely with the supervisor with regards to their research work.
- f. Student are expected to write a research report with a word length between 12,000 to 15,000 words.

- g. The research report will be assess for similarity index (turnitin). Once the research report is ready, student are required to submit the **“Intent to submit MBA Project Paper”** form. **Please follow the guideline [HERE](#) for turnitin procedure.** The turnitin form is available [HERE](#).
- h. A reviewer will be appointed to assess the final report alongside with the supervisor. **60%** of the final evaluation marks will be given by the **supervisor** and **40%** to be given by the **reviewer**.
- i. A grade will be given based upon summation of marks by both supervisor and reviewer and if required, student 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.**
- j. Before binding the final project paper, approval (signatures) for the Certification of Project Paper (pink form) from the College should be obtained.
- k. For final submission, students are required submit the **“Submission of MBA Project Paper”** form alongside with the following:
  - i. **1 hard bind copy of the report**
  - ii. **1 loose bind copy of the report**
  - iii. **1 soft copy of the report (with all the datas/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 or qualitative approach or a combination of both techniques.

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

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

The choice of qualitative data analytics include but 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.

### **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 RUBRICS

<b>Scoring Scale</b> 0 = no evidence 1 = little evidence or mJOR 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
<b>Chapter 1: Introduction and problems identification</b> <ul style="list-style-type: none"> <li>• Background of the study</li> <li>• Problem statement</li> <li>• Research questions / research objectives</li> <li>• Scope of investigation</li> <li>• Significance of the study</li> <li>• Terms/Definition/Framework of research</li> </ul>	<b>20</b>				
<b>Chapter 2: The past and present: An overview</b> <ul style="list-style-type: none"> <li>• Discussion on the issues/concepts: Past and present</li> <li>• Discussion on the context/business situation</li> </ul>	<b>15</b>				
<b>Chapter 3: Research strategies</b> <ul style="list-style-type: none"> <li>• Discussion on the methods to be used to study the problem which includes the following:               <ul style="list-style-type: none"> <li>○ Samples</li> <li>○ Instruments</li> <li>○ Data collection techniques</li> <li>○ Proposed data analysis plan</li> </ul> </li> </ul>	<b>15</b>				
	<b>15</b>				

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

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

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

<b>Pass</b>	
<b>Fail</b>	

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: Spine and Cover of the MBA Project Paper

2

<p><b>ZAHYAH HANAFI</b></p> <p><b>RELATIONSHIPS BETWEEN SOCIO – ECONOMIC STATUS, PARENTAL INVOLVEMENT, PARENTING STYLE, AND ACADEMIC ACHIEVEMENT</b></p> <p><b>MBA 2018</b></p>	<p><b>RELATIONSHIPS BETWEEN SOCIO – ECONOMIC STATUS, PARENTAL INVOLVEMENT, PARENTING STYLE, AND ACADEMIC ACHIEVEMENT</b></p> <p><b>ZAHYAH HANAFI</b></p> <p><b>MASTER OF BUSINESS ADMINISTRATION</b> <b>October 2018</b></p>
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THESISGUIDELINE  
THESISGUIDELINE



**Appendix B: Title Page for Master Project Paper**

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

**By**

**ZAHYAH HANAFI**

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

## Appendix C: Certification of Thesis Work (Master Project Paper)

 <p><b>OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS</b> <b>Universiti Utara Malaysia</b></p> <p><b>PERAKUAN KERJA DISERTASI/KERTAS PENYELIDIKAN/KERTAS PROJEK</b> <i>(Certification of Dissertation/Research Paper/Project Paper)</i></p>	
<p>Kami, yang bertandatangan, memperakukan bahawa <i>(We, the undersigned, certify that)</i></p>	
<p>_____</p> <p><b>ASMILA HUSSIN</b></p>	
calon untuk ijazah <i>(candidate for the degree of)</i>	_____ <b>MASTER OF SCIENCES (MANAGEMENT)</b> _____
telah mengemukakan tesis / disertasi yang bertajuk: <i>(has presented his/her thesis / dissertation of the following title):</i>	
<p><b>SHARED VISION AND FAMILY BUSINESS SUCCESSION CONFLICT : A CASE STUDY ON MALAY FAMILY BUSINESS IN MALAYSIA</b></p>	
<p>seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi. <i>(as it appears on the title page and front cover of the thesis / dissertation).</i></p>	
<p>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 : <b>10 Disember 2013.</b> <i>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: <b>10 December 2013.</b></i></p>	
Pengerusi Viva <i>(Chairman for Viva Voce)</i>	: <b>Prof. Madya Dr. Nor Azila Bt Mohd Noor</b> _____ Tandatangan <i>(Signature)</i> _____
Pemeriksa Dalam <i>(Internal Examiner)</i>	: <b>Prof. Madya Dr. Hartini Bt Ahmad</b> _____ Tandatangan <i>(Signature)</i> _____
Tarikh: <b>10 Disember 2013</b> <i>(Date)</i>	

Nama Pelajar  
(Name of Student) : Asmila 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 D: Permission To Use (Master Project Paper)**

### **PERMISSION TO USE**

In presenting this project paper in partial fulfillment of the requirements for a Post Graduate degree from the 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 this project paper parts of it 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 the 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  
06010 UUM Sintok  
Kedah Darul Aman

## Appendix E: Sample of Table

Table 1.1

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

<b>Year</b>	<b>Total Value of Stock Traded %</b>	<b>Market Capitalization %</b>	<b>Change in Market Capitalization %</b>
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 F: 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 behaviour 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 G: Sample of Figure

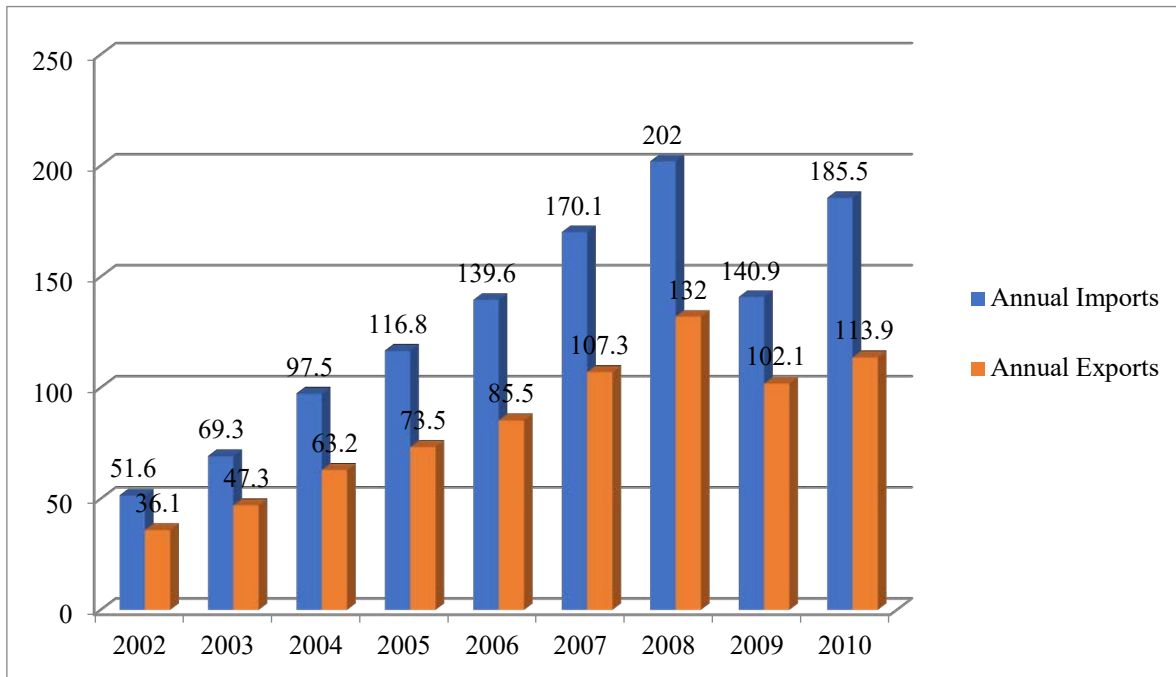


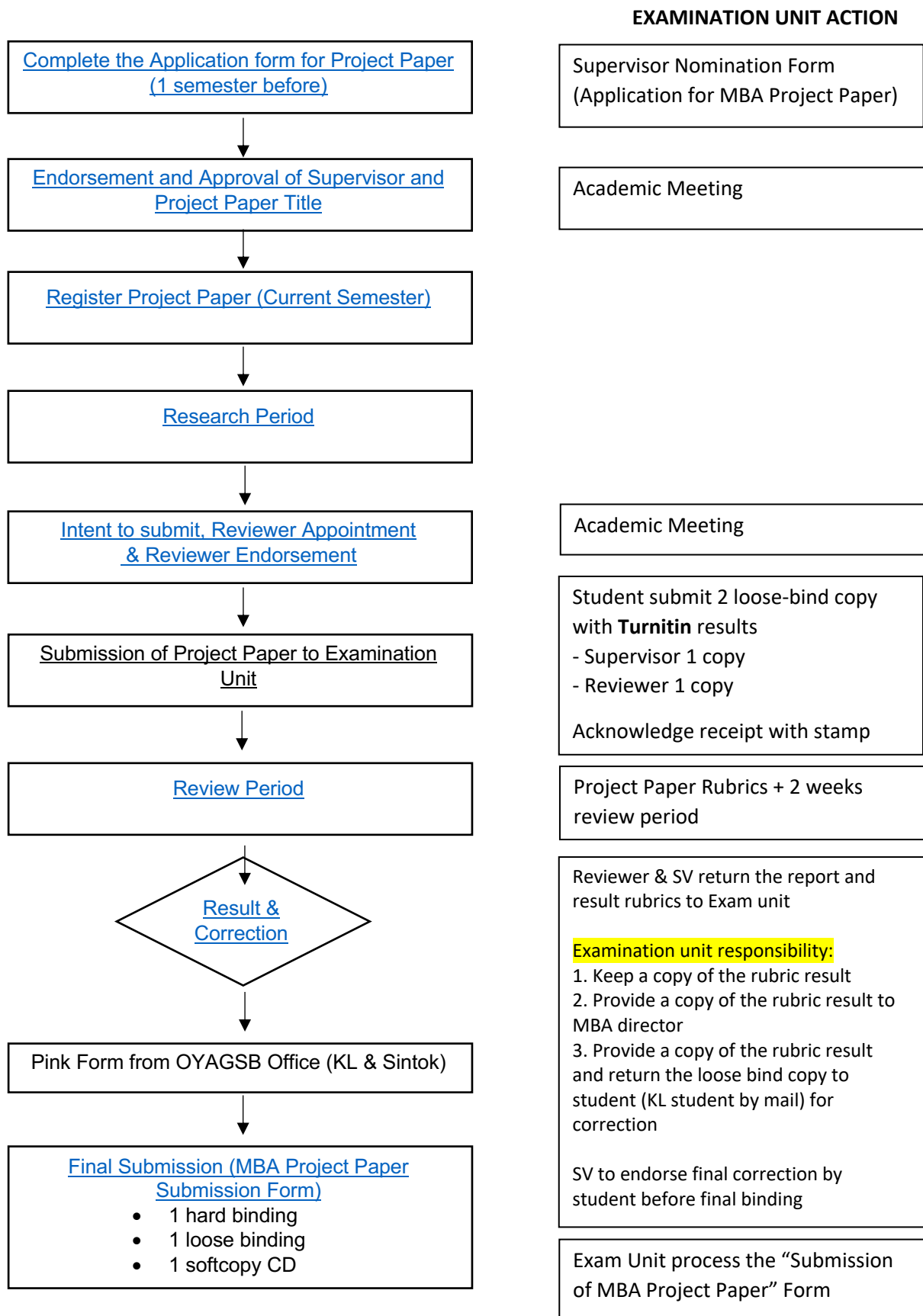
Figure 1.4

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

Source: Turkish statistical institute, 2010



## Appendix H: Process Flow for Project Paper (ODMZ6996)



## Appendix I: Application Form for Project Paper



### APPLICATION FORM FOR MBA PROJECT PAPER (ODMZ6996)

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

## Appendix J: Intention to Submit MBA Project Paper



Othman Yeop Abdullah  
Graduate School of Business  
Universiti Utara Malaysia

## INTENTION TO SUBMIT MBA PROJECT PAPER (ODMZ6996)

To: Dean  
Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia  
06010 UUM Sintok, Kedah  
Tel: 6 04 928 7113 / 7121  
Fax: 6 04 928 716  
[www.oyagsb.uum.edu.my](http://www.oyagsb.uum.edu.my)  
(Attn: Mrs. Wan Zalinda Azlin Binti Megat Alang)

### **PART I** (To be filled up by Student)

I intent 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 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 K: Submission Form for MBA Project Paper



### SUBMISSION OF MBA PROJECT PAPER (ODMZ6996)

**Dean**

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok, Kedah

Tel: 6 04 9287113 /7121

Fax: 6 04 9287160

[www.oyagsb.uum.edu.my](http://www.oyagsb.uum.edu.my)

(Attn: Mrs. Wan Zalinda Azlin Binti Megat Alang)

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) copy of hard binding, one (1) copy of regular binding and one (1) in soft copy/CD of the Project Paper entitled to Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia.