

**City University of Hong Kong**

**Information on a Course  
offered by College of Business  
with effect from Semester A in 2008 / 2009**

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**Part I**

**Course Title:** EMBA Project

**Course Code:** FB6812

**Course Duration:** 52 Hours (Two Semesters)

**Credit Units:** 4

**Level:** P6

**Medium of Instruction:** English

**Prerequisites:** Nil

**Precursors:** Nil

**Equivalent Courses:** Nil

**Exclusive Courses:** Nil

**Part II**

**Course Aims**

This course aims to provide a vehicle for participants to relate theory to practice and to demonstrate enhanced managerial competence through the investigation and analysis of a significant real problem in a chosen area of management operation or strategy.

## Course Intended Learning Outcomes (CILOs)

*Upon successful completion of this course, students should be able to:*

No.	CILOs	Weighting (if applicable)
1.	Analyze the inter-related and dynamic components of the business environment at the regional and global levels	
2.	Apply different approaches in case research and writing;	
3.	Conduct case study research at different stages	

## Teaching and Learning Activities (TLAs)

*(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)*

CILO No.	TLAs	Hours/week (if applicable)
CILO 1	Meetings giving instructions in case and report writing and face-to-face consultancy skills.	
CILO 2	Meeting with Project Supervisors (Participants will take turn to act as consultants while supervisors will act as facilitators or problem owners)	
CILO 3	In-progress Project Presentation	

## Assessment Tasks/Activities

*(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)*

CILO No.	Type of Assessment Tasks/Activities	Weighting (if applicable)	Remarks
CILO 1	Preliminary problem identification report In-progress report A final written report (Oral Examination when necessary)	60-80%	
CILO 2	Participation in regular meetings	10-20%	
CILO 3	Contribution in solving others problems	10-20%	

## Grading of Student Achievement:

Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

## **Part III**

### **Keyword Syllabus**

1. Each participant will become a member of learning or support group of five participants each formed at the very beginning of the programme.
2. A suitable supervisor will be assigned for each group.
3. The project period will begin with two Saturday afternoon workshops of the whole class, run by the Project Co-ordinator when participants have finished all foundation courses. In these workshops preliminary project formulations are discussed and developed and principles of case research and client-based research will be explained, along with the role of the Project Co-ordinator and learning groups. There will be instruction in case and report writing, and face-to-face consultancy skills.
4. The learning groups may comprise a whole project team, two separate smaller project teams, or individuals working on solo case projects. After a limited initial number of meetings with a supervisor the group members will be encouraged to meet regularly by themselves but with the supervisor available as a facilitator as required. In the case of client-sponsored group projects, set meetings may take place at the client's premises; in the case of a "mixed" set doing separate solo projects, the programme of meetings may include at least one visit to the company studied by each of the members.
5. At the early stage of the project, agreement between project supervisors, participants, and sponsors (if any) about the identified problem to be investigated, the objectives of the proposed investigation, and the practical responsibility of the participants for the marshalling of research results to inform practical strategic decision making requirements.
6. At various meetings with the project supervisor and other members, each participant will be expected to report honestly what he/she has done with justifications, propose next steps, and seek advice from their fellow members and supervisor. Group members will be expected to challenge one another's thinking and action, and equally importantly, to provide support to one another in terms of sharing experiences, resources, and ideas and giving moral support and encouragement. Much of the discussion will centre around the actual or potential reaction of the organisation to action taken, or the possible reaction of the client to proposed suggestions.

7. By the beginning of year two participants will have:

- negotiated a project with their own employing organization or will have found a suitable project to conduct in a client organization.
- conducted a preliminary search of relevant literature.
- composed a preliminary written statement of the problem that they are responsible for solving or strategic issue/question that they are seeking to inform.
- delivered a progress report (approximately 1000 words) covering the items above, to their Project Supervisor and to the other members of the learning group.

8. During the first half of second year, participants are expected to

- meet regularly with his/her learning group. (Some of these meetings will be attended by their Project Supervisor.)
- make at least two oral presentations to his/her Project Supervisor, in the presence of other group members, reporting on progress and on any difficulties or changes of direction.
- submit, after three months, to the Project Supervisor a written progress report (approximately 2,500 words) including the following:
  1. preliminary literature review,
  2. industry analysis,
  3. company background,
  4. an analysis of the particular environment leading to the case problem, and
  5. revised statements about the problem.

9. By the beginning of the second half of second year, each participant will have:

- thoroughly analyzed the problem, drawing upon appropriate techniques and additional personal insights and expert understanding,
- identified a solution or set of possible solutions,
- submitted to his/her Project Supervisor and other fellow members a second written progress report (approximately 2,500 words) including a summary of the analysis of the problem and possible solution(s), along with a draft implementation plan, and
- presented the projects in a forum attended by other participants and faculty members.

**Recommended Reading**  
**Text(s)**

Easton, Geoff. **Learning from Case Studies**, 2nd ed., Prentice Hall, 1992.

Michiel R. Leenders and James A. Erskine. **Case Research**, 3rd ed., University of Western Ontario, 1989

Christensen, C.R. et al, **Case Method**, 2nd ed, Harvard Business School, 1989

Yin, R.K. **Applications of Case Study Research**, Sage, Newbury Park, 1993

McNiff, Jean. **Action Research: Principles & Practices**, London: Routledge, 1988

Selected readings from books, journals and magazines.