

**CASE STUDIES AS A TEACHING -LEARNING
TOOL IN MANAGEMENT COURSES**

An Instructor's Perspective

Yusof Ismail

IIUM Press
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA



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IIUM Press

Published by:
IIUM Press
International Islamic University Malaysia

First Edition, 2011
©IIUM Press, IIUM

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Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

Yusof Ismail: Case Studies as A Teaching-Learning Tool in Management Courses: An Instructor's Perspective

ISBN: 978 967 418 187 1

Member of Majlis Penerbitan Ilmiah Malaysia – MAPIM
(Malaysian Scholarly Publishing Council)

Printed by :
IIUM PRINTING SDN.BHD.
No. 1, Jalan Industri Batu Caves 1/3
Taman Perindustrian Batu Caves
Batu Caves Centre Point
68100 Batu Caves
Selangor Darul Ehsan
Tel: +603-6188 1542 / 44 / 45 Fax: +603-6188 1543
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CHAPTER 3

Case Studies in Human Resource Management

Junaidah Hashim

Introduction

The use of cases in Human Resource Management is very useful as it not only allows the students to better comprehend the theories taught in the course but also to apply the right theories with the right problem. This approach emphasises the context of HRM decisions and helps to develop a range of both HR specific and more general management competencies. The living case develops managerial skills which are critical to future success in any organisations.

The living cases are designed to address some imperatives. Instructor design and deliver an educational program which recognises the complexities of a changing business environment, the demand by industry for graduates with relevant skills, the demand by universities for academic integrity in educational programs, and the shift in focus from solely a functional personnel perspective to a strategic human resource and business partnership approach. It aims to develop student knowledge and skill in human resource management as well as more generic management competencies in decision making, analysis and team skills.

Objectives of using cases

I use cases for three (3) objectives:

1. Students are able to relate the theories learnt from the textbook to real work situation.
2. Students are able to develop skills in human resource management and generic management competencies.
3. Students can identify the managerial issues demonstrated in the case.

Relevance of the cases with theory and practice

The solution to problems identified in cases should be based on theory. Students often times failed to solve the problem in the cases based on theory. They based on common sense. Sometimes, students fail to understand the basic underlying theories. They simply know the theories but fail to apply and generalize to different situation.

Cases exhibit reality. Since students do not have working experience, they can understand about reality through cases, because most cases are real situation, even if the cases are hypothetical, they are still based on what have happened. Students can take part in roles play to experience the reality.