WHEN STORIES TEACH

Teaching and Learning Cases

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Foreward

It is my pleasure to present the YCA-CSS Case Book Volume One, a time- honored form of scientific publication. The case study method is a proven learning technique to develop analytical thinking and problem-solving competencies with the help of real-life examples. Indeed, history has shown us, we must continue to learn from the experience of others, to exchange knowledge and to share our own insights with others. There could not be a better approach other than through scientific publication such as this case book.

This book represents a tangible form of collaboration between Universiti Teknologi PETRONAS (UTP) Malaysia and the Asian Institute of Technology (AIT) Thailand. The partnership started way back in 2018 when our team from CSS in ISB visited AIT SDG Translab and agreed to collaborate on SDG Case - Writing Workshop, focusing the initiatives taken for SDGs towards sustainability in the region. This collaboration melds academic experience with research across the thriving academic communities that enjoy access to information from the policy level to the grassroots.

This book explores the value of collaborative approaches with case studies from engineering and non-engineering backgrounds. Our case writers believe that case writing not only helps learners bridge the gap between theory and practice, but also improves critical and innovative thinking within real life contexts. Furthermore, the case studies are useful as a classroom teaching tool where the questions stimulate discussions in a more holistic point of view.

I hope that all readers will benefit from the collection of cases featured in YCA-CSS Case Book Volume One. In particular, I say to those of you who are looking for a detailed, unbiased understanding of a complex situation with more practical solutions to challenges: take these experiences to immerse sustainable development within your respective field of research or study.



Assoc. Prof Dr. Noor Amila Wan Abdullah Zawawi
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Introduction

One of the most effective ways of teaching students to become real-life problem-solvers is with the use of case method. Through moving narrative and storytelling, the learner is immersed into actual situation involving a problem, a challenge or an issue that requires solution. Taking on the role of decision-maker, the learner understands and analyses the contradicting perspectives of protagonists and antagonists in the case. According to Leenders, the case method allows students to "take ownership, feel the pressure, recognise the risks and expose one's ideas like real people in real organisations".

The YCA-CSS Case-Book Volume One is a product of the collaboration between Yunus Center AIT and Universiti Teknologi Petronas Center for Social Transformation. This was a year-long endeavor of producing a learning resource that draws from unique experiences in the Asian region. In the case writing workshop facilitated by YCA and hosted by UTP, case writers defined the learning objectives they want to achieve, identified leads, conducted research and wrote narratives that would compel the target audience to read and think. Written in the Asian context by professors and practitioners from various disciplines, this handbook hopes to fill the gap on the availability of Asian-based learning resources. While Western case studies serve their purpose, the importance of using local cases with characters, culture and values that learners could readily identify with cannot be understated.

This handbook draws together case studies on a diverse range of topics within the overarching theme of sustainable development. Primarily aimed to serve as a practical tool for teaching and learning, the teaching cases in this handbook present real-life problems and

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dilemmas on relevant issues: managerial, financial, marketing, legal, ethical, economic, technical, and social responsibility/sustainability issues.

The main audience addressed are students from different disciplinary backgrounds who seek to develop critical thinking skills and to enhance the ability to understand central issues and problems and make "real-life" decisions based on existing theoretical and empirical research and frameworks. The case studies in this handbook present and describe the perspectives of multiple key stakeholders, as well as the conflicts of interest and strategic challenges, allowing stimulating intellectual engagement among students individually or in groups. Teachers will find the reflection questions at the end of each case useful for guiding classroom discussions and facilitating well-focused diagnosis and analysis of strategic issues. With topics ranging from the socio-environmental issue in a resort island in Malaysia to the problem of talent management faced by a big Philippine corporation the degree of difficulty of every case differs and fits different learning objectives. Measuring case difficulty based on Leenders' difficulty cube, some cases are more, or less, difficult than the others in terms of analytical, conceptual and presentation dimensions.

Case 1:Striking a Perfect Socio-Environmental Balance in Teluk Nipah, Pangkor Island, Hee-Min Teh

Set in the backdrop of the resort island Teluk Nipah, the case study presents the dilemma of protecting the coastal environment and/or keeping the livelihood of the local community. As the title aptly says, achieving a perfect socio-environmental balance is ideal but challenging, if not impossible. The case study narrates the contradicting perspectives of the national environmental agency, the local government authorities, the local businessmen and members of the community in addressing the issues that they face.

Case 2. Bounties and Wages of Bauxite – The Case of the Kuantan Mine, Malaysia, Khalidah Khalid Ali

The case study presents the environmental, legal and ethical issues that arise from the uncontrolled exploitation of bauxite deposits in Kuantan, Pahang in Malaysia. While the negative effects on environment were evident, the contribution of the mining activity to national and local economy was also significant, warranting integrated solutions that are sustainable and socially responsible.

Case 3. Watershed Moment or Pipe Dream? Dilemmas in Sustainable Production and Consumption, Russell Tatenda Munodawafa and Satirenjit Kaur Johl

This is truly a textbook case of a dilemma that is quite common in the manufacturing industry. Haliza Foods is contemplating on whether to use biodegradable packaging considering its cost implications to the company bottom line. At the same time, the company tries to implement other sustainable business practices in its operations. In the future the company is expected to take more decisive and creative ways for sustainable production and consumption.

Case 4. Reviving the Dead Boss, Yani Rahmawati and Noor Amila Wan Abdullah Zawawi

Reviving the Dead Boss is a complicated mission, carrying heavy risks. Envisioned to be an iconic real estate development in the Klang District, the project failed to launch due to a myriad of problems narrated in the case study. It would require careful analysis of the historical and material information provided, as well as the future expected benefits, to determine if it is still possible and worth it to revive the Boss.

Case 5. EUREKA @ 50: The Challenges of Staying in the Game with the Right People, Rowena Clemino-Alcoba

As Eureka celebrates its 50th founding anniversary, the management contemplates on how it could continue to be a leader in the industry it has dominated for decades. Without a strong, committed workforce this seemed to be an uphill battle. The case study presents the issues confronting Eureka Conglomerates, including recruitment and talent management, succession problem and employee engagement, particularly the millennials.

Case 6. Revamping Business through Co-Creation Strategies: A Case Study of A2Z Resources Sdn. Bhd, Amjad Shamim

In order to survive fierce competition in the home furnishing industry, A2Z Resources needs to strategise and adapt a business model that would improve the company's market share and long-term positioning. Analysis of the market and the company's operations reveal a number of setbacks. Would adapting co-creation strategies be the answer to overcome these challenges?

Case 7. Floating Production System Conversion: A 6-month Challenge, Cheng Yee Ng
Alpha Energy, a Malaysian oil and gas company, is planning to convert the floating production unit (FPS) to a Mobile Offshore Drilling Units (MODU) by year 2025. Clock is ticking as the engineering team needs to perform the feasibility study to be presented to the board within six months, including timeline and milestones, life cycle cost and stages involved for project conversion.

Case 8. Stepping into the Future: Right Company, Right Decision, Ena Bhattacharyya and Amjad Shamim
The case study tells the story of a student's dilemma about which company he should choose for his internship, a crucial decision that could have a significant impact on his future career. Ahmad Zamal Malik met with two of his prospective employers and listened to them as they explained about what they do, the benefits of working with them and their expectations from Ahmad during the eight-month placement.



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Casewriting Journey

University Technology PETRONAS (UTP), in collaboration with the Asian Institute of Technology (AIT), has embarked on a journey of writing cases in the Asian context. The journey started with UTP and AIT jointly organising a case writing workshop on 2-4 October 2018. This was followed by each participant writing a real-life case which can be used in the classroom setting as a teaching tool. This book is a compilation of case studies written by the participants in the workshop which has clearly demonstrated their ability in writing cases after attending a three-day workshop.

Case studies are stories with educational message. It has been used as parables and cautionary tales for centuries. In these recent years it has been used in formal classrooms. A case study is written with the motive of describing an actual situation, that involves a decision, challenge, an opportunity, a problem, or an issue faced by an individual or several individuals in an organisation. In writing a case it is important to have relevant data on the issues available of the key person in the case and the background information of the organisation. In this case writing journey, the writers identified the organisation and key people therein to interview and to obtain relevant information on the issues to be written in their cases.

Researchers have found that many students tend to be more inductive rather than deductive reasoners. This means students learn better from examples than from logical development starting with basic principles. The use of case studies can therefore be a very effective classroom technique. It can be used in any discipline when facilitators would want their students to apply what they have learned in real-world situations.

There are several advantages of developing cases where it can be utilised as a teaching tool as it allows the student to step into the position of a decision maker. In addition, it provides students to apply business principles to the issues raised where they would need to defend their recommended course of action to their fellow students.

Furthermore, cases would enable students to put themselves in the scenario of actual managers. They would analyse situations, develop alternatives, choose plans of action and implementation, and communicate and defend their findings in smaller groups in a class. Also, cases can be used to test the understanding of a theory, to connect theory with application, and to develop theoretical insight. Therefore, there is no doubt cases are considered as one of the best ways to allow students to learn by doing.



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Centre for Social Transformation for Sustainable Lifestyles (CSS)

CSS is a multidisciplinary research centre focused on pioneering transformative sustainability research that has local to global impact. CSS researchers have diverse research backgrounds and expertise in sustainable development research, encompassing social scientists, educationists, and business strategists. CSS works closely with key sustainability stakeholders, which include the industry, government agencies, academia, NGOs and the community, to develop innovative and holistic solutions for sustainable living.

The Centre has two niche areas which are: first, Education and the Humanities for Sustainability, and second, Sustainable Transformations through Green Governance, Business and Value Co-Creation. The research focus is on Social and Community Well-being for Sustainability addressing the following areas:

1. Sustainable Communities and Campuses
2. Education for Sustainable Development
3. Environmental Humanities
4. Inclusive Education
5. Green Governance, Business and Value Co-Creation

The Centre's research projects are not limited to these thematic areas only. Members are also capable of conducting research in other areas relevant to sustainable living. Members have secured research grants from government bodies, international bodies, local industries, as well as international industries. The Centre also has collaborations with local and international higher education institutions in Australia, Indonesia, Philippines, Singapore, Thailand, United Kingdom, Canada and Vietnam. In developing a more seamless and sustainable ecosystem for social sustainability research within the institution, CSS operates within the Centre for Social Innovation (CoSI).



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Contributors



Dr. Hee-Min Teh is currently a Senior Lecturer at Universiti Teknologi PETRONAS. He graduated from Universiti Teknologi Malaysia with a bachelor's degree in civil engineering in 2000 and a master's degree in coastal and maritime engineering in 2003. He was then awarded a PhD in Coastal Engineering from University of Edinburgh in 2013. He published more than 60 journals and conference articles. His main research interests are hydrodynamics of coastal structures, tsunami wave simulation, renewable wave energy and physical modelling. Dr. Teh has developed a floating breakwater design that won him several national and international awards. He is also the reviewer of a number of Q1/Q2 journals. He is an IMarEST Chartered Engineer since 2013.



Dr. Khalidah Khalid Ali is a retired senior lecturer at the Department of Management and Humanities, Universiti Teknologi PETRONAS (UTP) and currently a freelance consultant, trainer and writer. She holds a bachelor degree in Analytical Economics with honours from University of Malaya (1979), Master of Science in Industrial Relations and Personnel Management from University of London (London School of Economics and Political Science, 1983) and PhD in Social Science and Humanities from Universiti Teknologi PETRONAS (2019). Khalidah has taught among

others, Principles of Economics, The Malaysian Economy, and Ethics and Social Responsibility at UTP and the Open University Malaysia. Her research interests include interdisciplinary social science and cultural studies and value-based studies related to ethics in a diverse and competitive global environment. Khalidah has provided research and consultancy services in business organisation, marketing and ethics, and been a trainer in related areas. She has also been a journal paper reviewer in management, economics and ethics disciplines. Khalidah is the main author of textbooks, "Business Management - A Malaysian Perspective" 1e to 4e (2019) and Business Ethics 1e (2014) and 2e (2018) published by Oxford Fajar Publishing for Malaysian and ASEAN higher learning institutions.



Russell Tatenda Munodawafa is currently pursuing a master's degree (MPhil) in management at Universiti Teknologi PETRONAS, under the supervision of Assoc. Prof. Dr Satirenjit Kaur Johl. Russell's research interest is in the area of strategic management, specifically strategic influence of eco-innovation. Russell's research is being funded by the Yayasan Universiti Teknologi PETRONAS – Fundamental Research Grant Scheme (YUTP-FRGS) under the project titled "Impact of eco-innovation towards a clean and sustainable future: A study of Malaysia's energy sector". Russell was co-recipient of a bronze award at the Teaching & Learning Innovation Festival 2017, and best paper award at the 2018 International Conference on Science, Management and Engineering. Russell also co- authored several publications in peer reviewed scientific journals in between 2017 and 2019. Russell's wider research interests include the core areas of Industry 4.0 and Sustainable Development. Hence, with 10 years remaining to fulfill the United Nations' Sustainable Development Goals (2030), Russell's desire is to play a contributory role towards the achievement of these goals. Through hard work, dedication and excellence, Russell aims to engage in commendable research that can support the global and national movement towards a cleaner, greener, and sustainable future.



Assoc. Prof. Dr Satirenjit K Johl has been in the academic, research & consultancy field since 1992. She is currently Associate Professor at the Universiti Teknologi PETRONAS. Prior. she was with Universiti Utara Malaysia. AP Dr. Johl has also served the corporate sector, namely IBM and Boustead Holdings. She obtained her Doctorate in Philosophy (Business) from University of Nottingham, U.K, and Masters in Human Resource Management from Universiti Utara Malaysia. She is a certified trainer from the Institute of Personnel and Development, U.K. In addition, she supervises PhD and Master students in the areas of Entrepreneurship, Corporate Governance and Strategic Management. AP Dr. Johl is actively involved in research and has received several national and international research grants. Dr. Johl has vastly published books and papers in international journals in the areas of business and management, corporate governance and entrepreneurship. She has received several awards from international bodies, including Best Dissertation from the British Aerospace and Loughborough University, U.K., and the Hariram Jayaran Special Award and Gold Award in the 23rd International Invention Innovation & Technology Exhibition. Dr. Johl was appointed Deputy Secretary for the Malaysian Association of Entrepreneurs Educators. She is also the focal person for Sustainable Transformation through Green Governance, Business & Value Creation under the Centre of Sustainable Living in Universiti Teknologi PETRONAS.



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Dr. Rowena Clemino-Alcobah as over 20 years of experience in education, teaching and facilitation, and training management. Currently based in Thailand, she delivers lectures on management, economics and sustainability subjects to international undergraduate students in Thai universities, including Chiang Mai Rajabhat University and North-Chiang Mai University. She is adjunct faculty at the Saint Roberts Global Education in Bangkok where she teaches at the graduate level and supervises student research. Prior, Dr. Rowena was Senior Program Officer at the Asian Institute

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