

**CASE STUDIES AS A
TEACHING-LEARNING TOOL
IN ACCOUNTING AND
MARKETING COURSES**

An Instructor's Perspective

Yusof Ismail



IIUM PRESS

INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

CASE STUDIES AS A TEACHING- LEARNING TOOL IN ACCOUNTING AND MARKETING COURSES

An Instructor's' Perspective

Yusof Ismail

Department of Business Administration
Kulliyah of Economics and Management Science
International Islamic University Malaysia



IIUM Press

Published by:
IIUM Press
International Islamic University Malaysia

First Edition, 2011
©IIUM Press, IIUM

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without any prior written permission of the publisher.

Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

Yusof Ismail: Case Studies As a Teaching-Learning Tool in Accounting and Marketing Courses: An Instructor's Perspective

ISBN: 978-967-418-186-4

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
EMAIL: iiumprinting@yahoo.com

TABLE OF CONTENT

| | |
|---|-----|
| Preface | vii |
| PART I | 1 |
| Chapter 1 | |
| • Introduction | 2 |
| PART II | 11 |
| ACCOUNTING | |
| Chapter 2 | |
| • <i>Case Studies in Auditing</i> - Ahmad Zamri Osman | 12 |
| Chapter 3 | |
| • <i>Case Studies in Decision Making & Control</i> - Muslim Har Sani Mohamad | 17 |
| Chapter 4 | |
| • <i>Case Studies in Integrated Case Studies Course</i> - Shamsul Nahar Abdullah | 25 |
| Chapter 5 | |
| • <i>Case Studies in Management Accounting</i> - Nurkamariah Binti Kasim | 33 |
| Chapter 6 | |
| • <i>Case Study for Issues in Taxation and Zakat</i> - Siti Normala Sheikh Obid | 41 |
| PART III | 49 |
| MARKETING | |
| Chapter 7 | |
| • <i>Case Studies in Consumer Behavior</i> - Kalthom Abdullah | 50 |
| Chapter 8 | |
| • <i>Retail Management</i> - Osman M. Zain | 57 |
| Chapter 9 | |
| • <i>Case Studies as a Learning Tool in Marketing to Undergraduates: BAcc Student Experience with Marketing Cases</i> - Ahmed Shakir and Yusof Ismail | 63 |
| Chapter 10 | |
| • <i>Case Studies as a Learning Tool in Marketing to Undergraduates: BBA Student Experience with Marketing Cases</i> - Farida and Yusof Ismail | 69 |
| Chapter 11 | |
| • <i>Case Studies as a Learning Tool in Marketing to Undergraduates: BHS Student Experience with Marketing Cases</i> - Nurul Atikah Mohd Redzuan and Yusof Ismail | 73 |
| Chapter 12 | |
| • <i>Case Studies as a Learning Tool in Marketing to Undergraduates: BSMS Student Experience with Marketing Cases</i> - Syifa' Abdull Halim and Yusof Ismail | 79 |

| | |
|---|-----|
| Chapter 13 | |
| • <i>Planning to Use Cases in a Marketing Course</i> - Zulkarnain Kedah | 87 |
| PART IV | 95 |
| EVALUATION | |
| Chapter 14 | |
| • <i>End of Semester Examinations</i> - Yusof Ismail | 96 |
| Chapter 15 | |
| • <i>Types of Assessment</i> - Yusof Ismail | 115 |
| Biography of Contributors | 127 |

CHAPTER 8

Retail Management

Osman M. Zain

Introduction

Cases are the descriptions of real environment of business entities. What students learn in classrooms maybe different from the real world of retailing; knowledge acquired from lectures may not be directly applied to the business environment. Textbooks cannot cover all aspects of retail management; they only lay down some theories for students or readers as guidelines to be used in managing the business.

Objectives of using cases

The objectives of using case study in retail management course are as follows:

1. To expose students to the real problems that most retailers face.
2. To encourage critical thinking amongst students through case discussions.
3. To show students on how to apply and integrate theoretical concepts in helpful manner in managing retail business.

Relevance of the cases with theory and practice

In every attempt of enhancing knowledge through case study, carefully selected cases for class discussions are important. This is to ensure that the selected cases are able to demonstrate examples of either the mismanagement or the blind spots in managing retail businesses. When we talk about good management, we should include good strategic planning exercise and its implementation. Take for example a company, Newton. Newton was the first direct selling company that emerged at the time of the entrance of AMWAY into Malaysian retail environment. It was very successful in its early years. The management developed a five-year strategic plan that focused on sales revenues. It targeted that on the third year, it sales should be three million Ringgit Malaysia; fourth year sales five million Ringgit Malaysia; and fifth year was targeted six million Ringgit Malaysia. As tactical strategies to achieve this strategic plan, the management decided to (i) increase its product offerings and (ii) increase dealerships or distributors. As a result of these implementations, the company managed to achieve the targeted RM 3 million sales in its third year, RM5 million sales on the fourth year. but went bankrupt on the fifth year. This case study explicitly demonstrates the importance of strategic planning for a retail business, and the examples of tactical, and implementation towards achieving the targeted plan. Even with a careful planning and implementations, the company still failed to survive in its fifth year. Why? 1. It overlooked that inventory management is important. 2. Cash flow management is equally important. 3. The importance of product cycle. 4. The importance of retail pricing strategy ... intial pricing, maintained markup, and markdown.)