



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

GUIDELINES FOR WRITING BUSINESS CASE STUDY

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SECTION 1

INTRODUCTION

1.1 An Overview of Master Project

Good cases create an interactive, discovery-learning process where students learn to face business situations. A student writing a business case should be provided with the information needed to form assumptions and make good cases. A good case is fun; it creates a participatory learning process where students learn from one another. A well-written case compels students to distil complex subject matter that crosses functions and helps them become comfortable making decisions. Students share their opinions with others and expand their thinking based on classmates' diverse opinions with the case method.

In many universities, a thesis or a dissertation represents the culmination of a major research project to make a significant contribution to knowledge in a given field. However, for MBA Programmes, most universities require students to write a project. Therefore, Mzumbe University has decided to replace a dissertation with the master project for the MBA programme, reflecting a student's learning experience. Students in the MBA Programme will write a business case study as a Master Project. Mzumbe university decision to move to master project intends to place the Mzumbe University MBA programme at the international level. A Business Case aimed at demonstrating the student's ability to link theory and practical problem in an enterprise or business organization.

The Master Project is a vital component of the MBA Programme and is the last academic requirement that students in the MBA Programme have to fulfil before they are conferred their degree. Upon successfully completing the master project, students will be awarded 30 credit points. To maintain a high standard of a student's work acceptable for a graduate degree, this guideline has been developed to assist students in preparing their master's

project. Each student should consult other sources for additional clarifications for matters not covered by these guidelines.

1.2 The Rationale for Business Cases in MBA Programme

In the first semester of the second year, students in the MBA Programme will start developing a business case write-up. A business case examines a real-life or hypothetical business problem. It provides a business dilemma that permits applying theories in practices within various aspects of MBA programme such as strategy, marketing, supply chain, accounting and finance, entrepreneurship, operations, organizational behaviour, and international business. This approach enables the development of real-life or hypothetical case from real-life or hypothetical business situations of various companies/organizations. A business case approach to MBA students helps build critical-thinking skills, reasoning skills, and decision-making skills linked to business challenges. In this regard, a business case approach as a master project for MBA students is a suitable way of imparting knowledge to students within business-related themes.

Objectively, an MBA student is expected to introduce a case and narrate dilemmas in the case, i.e., business issues that need business leaders' attention. The dilemma must not be made evident so that the analysis of the case should demonstrate the discovery of answers that are deemed relevant to the business problem. Therefore, a dilemma should align with the related theories and concepts. To stimulate critical analysis, the case should reflect a vague context so that a student can examine and recommend more than one solution.

1.3 Objectives of the Business Case Writing Guidelines

The main objective of this business case writing guidelines is to provide a framework for writing a business case for the master project in the MBA Programme. Precisely, this guideline aims:

1. To guide MBA students to develop and write the business case that meets the highest excellence standards.

2. To guide major supervisors on supervising MBA students to develop and write the business case that meets the highest excellence standards.
3. To guide business case evaluators to evaluate the cases
4. To provide different tools to be used by students, supervisors, and evaluators in writing the business case that meets the highest excellence standards

SECTION 2

TYPES AND STRUCTURE OF THE BUSINESS CASE

2.1 Types of Business Cases for Consideration

There are different business cases, each of which has its own merits and limitations. The supervisor shall guide the student to determine a suitable type of case from any of the following categories:

2.1.1 Decision-making Case

A decision-making case concludes now when one or more protagonists – most commonly a manager or company leader – must decide about the situation or issue described in the case. In a decision-making case, students are encouraged to put themselves in the shoes of these characters/protagonists and decide, i.e., what they would do if they were in the same position.

2.1.2 Descriptive or Analytical Case

Descriptive or analytical case presents events or situations in the past, including actions and decisions implemented by the actors in the case. The goal is to understand and assess the actions taken in light of the specific context described in the case. Usually, in descriptive or analytical cases, the aim is to allow students to understand, assess, appraise, or evaluate seemingly complicated past events or situations.

2.1.3 Success or Best Practice case

These types of cases present the success stories of firms or managers based on account of good or best practices. A vital characteristic of these cases is transparency, whereby firms and individuals are most commonly identified by name; they represent a good showcase. With these cases, students are given the opportunity to learn the success of a firm or best practices of phenomena and assess the causative factors and predict the occurrence of such success under different specific situations.

2.1.4 Failure and Dark Side Case

Failure or dark side cases describe situations marked by failure or offer a glimpse into the darker, less attractive, or even outright unethical aspects of the management practices of certain managers or firms. The latter is referred to as "Dark Side" cases. Unless they are based on the publicly available information (for example, if the case deals with an "affair" or "scandal" that has been made public), most failure and Dark Side cases are disguised to conceal the identity of the individuals and companies involved. Thus, if a student opts to write a failure case, they may make anonymous critical information that could easily identify managers of firms.

The goal of failure or dark side cases is to strengthen students' understanding of the failure events or scenario, including the typical causes or reasons for failure and measures for recovering or preventing failure.

2.1.5 Multimedia Cases

Multimedia cases combine written text, images, photos, audio, and video. They have the advantage of breaking away from the monotony of exclusively text-based cases to present "raw" data, including a video excerpt of a meeting, an audio recording of an interview with a leader, photos of a factory, etc. As such, these cases often succeed better than written cases in developing students' ability to select, interpret, and synthesize disparate information and diverse data.

2.2 Structural Arrangement of a Business Case

A business case can be structured differently depending on the type of the case, the content to be presented, and the requirement of the potential publication outlet. In that regard, the business case shall adopt the structure suitable to fulfil the above conditions. However, when there is no specific structural requirement, the case shall be structured to constitute but not limited to the following major sections:

2.2.1 Sequencing the Major Parts of the Business case

The business case shall have at least three parts; the preliminary pages, the case content, and exhibits or appendices.

- a. **Preliminary pages:** Candidates must sequence the *preliminary pages* of the business case in the following order:
 - i Cover page – see attached sample – Appendix I
 - ii Title page – see attached sample – Appendix II
 - iii Certification – see attached sample – Appendix III
 - iv Declaration – see attached sample – Appendix IV
 - v Copyright – see attached sample – Appendix V
 - vi Acknowledgment
 - vii Abbreviations and acronyms
 - viii Abstract
 - ix Table of contents
 - x List of Exhibits
- b. **Case content:** The case content shall be arranged as hereunder
 - i Introduction
 - ii Background and the context of the business case
 - iii Business case problem
 - iv Literature review
 - v Business case methodology
 - vi Proposed business solution
 - vii Conclusion
 - viii References
- c. **Exhibitions or Appendices:** Since the case should focus on presenting the scenario concisely, the opportunity to present supplementary or supporting information can be limited. Thus, supporting information is presented as exhibitions or appendices.

2.2.2 Details of the Structure of the Business case

The Detailed Structure of the Preliminary Pages:

(i) Cover page:

The cover page should be a **hardcover** with **sky blue colour**, and it should bear the title of the case in capitals of

14 font size, 4cm from the upper margin, which will be embossed in gold, and which will be centered, see attached sample in appendix I

(ii) Title page:

Candidates must arrange the title page as follows:

- The main title of the business case must be in capitals of 14 font size, bolded, and centered (see Appendix II).
- Insert candidate's full name, sixteen spaces after the title, capitalize the first letter of the first and second names, capitalize the surname.
- The candidate's name must be in the centre of the title page in bolded 12 font size.
- Insert the following words for a business case: "A Business Case Submitted in Partial Fulfilment of the Requirements for an award of the degree of Master of Business Administration of Mzumbe University," five spaces after the name.
- The month and year of completion of the business case must be stated at the bottom, preceded by the words Mzumbe University one space below the above words.

The title page will resemble the contents of the cover page, except that while the cover page is on a hardcover, this title page will be only on a normal paper

(iii) Certification: The business case must be certified by the major supervisor and the internal reader that they have read and hereby recommend for acceptance by the Mzumbe University (see attached sample, Appendix III). The certification form shall be signed after the candidate is allowed to submit the last, **sky blue hardcover book**.

(iv) Declaration: The business case shall have a declaration form in which a candidate declares that the submitted business case is an original work which has not been submitted for the same purpose anywhere else. Also, the candidate shall declare that he or she is responsible for any errors, typos, and omissions or oversights if any in the submitted document (see attached sample Appendix IV)

(v) **Copyright:** see attached sample Appendix V

(vi) **Acknowledgements:**

In this section, the candidate will acknowledge all those who supported him/her in accomplishing the business case in whatever form.

(vii) **Abstract:**

An abstract is a concise but comprehensive summary of the entire work. It will therefore reflect at least major elements of the following:

- A statement of the case problem – what is the issue/case that is being documented?
- A brief description of the business case methodology – how information was collated, managed and analysed?
- A condensed summary of the proposed solution – what are the solution, propositions, alternatives of managing the case issue?
- Conclusion – what are the main conclusions from the case?

The abstract should be on one page only. The recommended length should be between 200 and 250 words.

(viii) **Table of contents:**

The table of contents presents the specific pages reflecting main headings and sub-headings of the business case contents. It is highly advisable for students to create an automatic table of contents as part of the learning process.

(ix) **Indexes or Appendices:**

This section presents the specific pages of where the tables, charts, and figures are located in the document. Since each appendix is presented on a different/separate page, the list of tables and the list of figures should be placed on different pages. Again, it is highly advisable for students to learn to create the list of tables and figures automatically as part of the learning process.

The Detailed Structure of the Case Content

1. Introduction

The introduction section should present an overview of the case, and it is expected to point out the main issues about the case,

including the problem, the context within which the case is built, the principal protagonists of the case, and timelines.

2. Background or Contextual Information

This section provides detailed information about the context of the case. The specific information about the background or context shall be determined by the type and nature of the case. It is expected that the background/context shall uncover the following parts:

- An overview of the industry/sector and the organization in which the case is situated.
- Describe the case scenario, including various players (protagonists) and other people involved in understanding the case scenario.
- Present actions or interventions made by the organization concerning resolving or addressing the controversy in the scenario.
- Present evidence or data to substantiate instituted interventions and background or contextual arguments presented.

3. Business Case Problem

This part may be presented under a separate sub-heading or integrated into other sections that appear relevant given the nature of the case. Irrespective of its location, this part should present the scenario of the case with clarity. It should point out the dilemma, controversy, or organizational challenge, commonly referred to as the hook, in the case scenario. The hook (dilemma, controversy, or organizational challenge) can be linked to a particular methodology, concept, or theory.

Also, the candidate should describe the business problem or puzzle that the case intends to present. Also, provide evidence, facts, and statistics that substantiate the existence of the problem.

4. Literature Review

Review relevant literatures and describe the theoretical, conceptual, and professional or technical issues relevant to the

case scenario. The inclusion of the literatures would help link the case with the scientific body of knowledge.

5. Business Case Methodology

The business case methodology should describe the method used to investigate the case problem. This section should include: (1) the procedure used to select and contact the protagonists (2) Data collection methods and tools (3) data management and analysis.

6. Proposed Business Solution

This section should present the possible solution to the business problem, relevance and adequacy of the solution to the business problem.

7. Conclusion or Concluding Paragraph

The conclusion should provide a summary of the case and reiterate the main issues of the case. New perspectives that may originate from the case can be highlighted in the concluding remarks.

8. References

A list of references should be compiled at the end of the case. The reference list should be compiled following the recent version of the APA referencing style.

9. Appendices

Since the case should focus on presenting the scenario concisely, the opportunity to present complementary or supporting information can be limited. Thus, such complementary or supporting information can be presented as appendices. Information that can be presented as appendices includes but not limited to detailed statistics that exceed a page, extracts of diagrams, illustrations, or frameworks that provides supporting information, organizational structures or part of it that is relevant for the case, and information of similar types. Present graphical or visual aids such as figures, frameworks, models, or other forms of illustrations relevant to the case scenario.

2.3 Length of a Business Case

Under normal circumstances, business cases are not lengthy. Similarly, since a case should produce a publishable manuscript as a requirement for graduation, the length of the case shall satisfy the requirement of case publication outlets. The majority of these publication outlets require a manuscript of between 5,000 and 8,000 words. In that regard:

- i The title of the business case must not exceed 20 words.
- ii The content of the business case should not exceed 10,000 words, including abstract, appendices, references, and supplementary materials.

SECTION THREE

TYPING STYLE AND FORMATING

3.1 Fonts: Types and Size

- i. All texts in the business case must be written in Times New Roman.
- ii. All main text must be typed in a font size 12 except for the tables and figures whose font size must be 10.

3.2 Language

The language in a business case must consistently be in English UK.

3.3 Business Case Title and its Chapters

- i. Write the main title of the business case in capitals of bolded 14 font size. All other text after the title, such as the author's name, should be in capitals and small letters, and should be in font size of 12, bolded and centred; for sample, see Appendix II. Please note that Appendix II is for title page and not for the cover page.
- ii. Main headings in the business case must be capitalized, centred, and bolded using font size 12.
- iii. The subheadings must be bolded using font size 12, justified.
- iv. Each new chapter should begin on a new page.

3.4 Typing and Spacing

- i. The business case must be printed on good quality A4 paper. This is to ensure clear copies of the work.
- ii. Except for tables whose text should be single spaced, spacing for all other text should be 1.5; and on one side of the paper only.
- iii. Except for text in the tables, all other text must always be justified.

3.5 Pagination

- i. Paginate all preliminary pages with lower Roman numerals i.e., i, ii, iii, etc. The title page should not be numbered.
- ii. Give all pages in the main text Arabic numerals i.e., 1, 2, 3, etc.
- iii. The page numbers should be centred at the bottom of the page.

3.6 Margins and Paragraphs

- i. The left-hand margin should be 4.0 cm from the left edge of the page
- ii. The right-hand margin must be 2.5 cm from the right edge of the page
- iii. The top margin must be 4.0 cm from the top of the page
- iv. The bottom margin must be 2.5 cm from the bottom of the page

Begin each paragraph and sub-heading by hitting the ENTER key once. Do not indent paragraphs.

3.7 Capitalization and Bolding of Words

Avoid unnecessary bolding and capitalisation of words or sentences. But if there is a need to do so, make sure there is consistency in doing the same. In general, observe punctuation.

3.8 Numbering of Sections, Sub-sections, Tables, and Figures

- i. For easy referencing, each section and sub-section must be numbered. Different numbering levels may use for sections and their respective sub-sections. For example, 1.1 (First level), 1.1.1 (second level). No subheading shall exceed fourth level of numbering. Alternative numbers like (i), (ii) or (a), (b), etc. may be used instead. Automatic numbering should be used instead of manual numbering.

- ii. Tables numbering and title must be on top of the table. Figure numbering and title must be on the bottom of the figure.
- iii. Tables should not be broken in two pages unless the title headers are repeating in each page.
- iv. Tables and figures should be referred by their appendix numbers and not their title.
- v. Any table, figure, diagram, and photograph which occupies half or more of the page must be taken to the indexes or appendices and the respective section should refer readers to that appendix.
- vi. Capitalise the first letter of each word when writing table or figure headings.

3.9 Direct vs Indirect Quotations

- i. Quotations of fewer than four lines can be included in the text and quotations marks must be used.
- ii. Quotations are in Italic and single-spaced
- iii. If you want to omit some word in the middle of quotations, use three dots to indicate the same. Also, the omission of the quotation following a complete sentence is shown by three dots.

3.10 Treatment of Abbreviations

The subject should be stated in full followed by the abbreviation or acronyms placed in brackets the first time it appears. Example: Bank of Tanzania (BoT), in subsequent citations only the abbreviation BoT should be used. A list of abbreviations and acronyms used in the business case should be included in the preliminary pages of the document. It is not correct to use an ampersand (&) or a number e.g., 4th as part of word in the text. Exceptions to this rule include:

- Arabic numbers can be used with the word percent or the percent sign (%), e.g., 10 percent or 10%
- Arabic numbers are also used in the following cases: time followed by a.m., or p.m., page numbers,

designation of figure number, and data quoted from a table or figure.

3.11 Documentation Styles

Academics use various reference systems, which have minor differences here and there. We adopt the American Psychological Association (APA) system. The system requires only two elements, an in-text reference, and a single, integrated bibliography at the end of the business case.

1 APA style for in-text citations

- *Author's names in a signal phrase*
- *Author named in parentheses*
- *Two authors*
- *Three to five authors*
- *Six to more authors*
- *Organisation as author*
- *Unknown author*
- *Two or more authors with the same last names*
- *Two or more sources within the same parentheses*
- *Specific parts of a source*
- *E-mail and other personal communication*
- *World wide website*

2. APA style for a list of references

Books

- *One author*
- *Two or more authors*
- *Organisation as author*
- *Unknown author*
- *Editor*
- *Selection in a book with an editor*
- *Translation*
- *Edition other than the first*
- *One volume of a multivolume work*
- *Article in a reference work*

- *Republication*
- *Government document*
- *Two or more works by the same author(s)*

Periodicals

- *Article in a journal paginated by volume*
- *Article in a journal paginated by issue*
- *Article in a magazine*
- *Article in a newspaper*
- *Editorial or letter to the editor*
- *Unsigned article*
- *Review*
- *Published interview*
- *Two or more works by the same author in the same year.*

Electronic sources

- *World wide website*

Other sources

- *Technical or research reports and working papers*
- *Paper presented at a meeting or symposium, unpublished*
- *Dissertation, unpublished*

Legal documentation

- *Citation of cases*
- *Citation of statutes*

3. APA style for in-text citations

APA style requires parenthetical citations in the text to document quotations, paraphrases, summaries, and other material from a source. These in-text citations correspond to full bibliographic entries in a list of references and the end of the text.

a) Author named in a signal phrase

Generally, use the author's name in a signal phrase to introduce the cited material and place the date in parentheses immediately after the author's name. For a quotation, the page number, preceded by p., appears in parentheses after the

quotation. For electronic texts or other works without page numbers, paragraph numbers may be used instead.

Author (2022) has argued that product's image in print advertisements is subliminally important.

As Jasson (2021) observed, parents play an important role in building their children's self-esteem because "children value themselves to the degree that they have been valued" (p. 14)

Position the page reference in parentheses two spaces after the final punctuation of a long, set-off quotation.

b) Author named in parentheses

When you do not mention the author in a signal phrase in your text, give the name and the date, separated by a comma, in parentheses at the end of the cited material.

One study has found that only 68% of letters received by editors were actually published (Recho, 2019).

c) Two authors

Use both names in all citations. Use and in a signal phrase, but use an ampersand (&) in parentheses.

Nico and Papa (2018) reached somewhat different conclusions by designing a study that was less dependent on subjective judgement than were previous studies.

A recent study that was less dependent on subjective judgement (Nico & Papa, 1985).

d) Three to five authors

List all the authors' names for the first reference.

Belenky, Clinchy, Goldberger, and Tarule (2015) have suggested that rural SMEs create value through business ecosystems.

In subsequent reference, use just the first author's name plus et al.

From this experience Belenky et al. (1986), observed that women learn to listen to themselves.

- e) Six or more authors
Use only the first author's name and et al. in every citation.
As Mueller et al. (1980) demonstrated, television holds the potential for manipulating consumers as free-willed decision makers.
- f) Organisation as author
If the name of an organisation or a corporation is long, spell it out the first time, followed by an abbreviation or acronyms in brackets. In later citations use the abbreviation or acronym only.
First citation: (Centers for Disease Control [CDC], 1990).
Later citations use (CDC, 1990).
- g) Unknown author
Use the title or its first few words in a signal phrase or in parentheses (in this example, a book's title in underlined).
The School profiles for the county substantiated this trend (Guide to secondary schools, 1983).

It should be noted that other referencing and citation procedures which are not indicated in this guideline should follow the Mzumbe University Guidelines for Writing Dissertation or Thesis.

SECTION 4

PREPARATION AND EXAMINATION OF A BUSINESS CASE

4.1 Procedures for Selection of Organizations

4.1.1 Selection of Organizations

Selection of organization or company is crucial in business case writing. Students and supervisors must satisfy themselves that the selected organization is relevant to business problem to be analysed. Students are allowed to choose any organization irrespective of whether they are employees of such organizations or not.

4.1.2 Quality and Types of Organization/Company

Despite having wider selection on companies or organizations, students are guided to select organizations or companies of certain qualities. The following are the characteristics of the organization or company:

- i. Organization must be located in the United Republic of Tanzania
- ii. Organization must have physical address and can be accessed.
- iii. Organization must be registered by respective authorities in Tanzania.
- iv. Organization must be willing to provide relevant data to students.

4.1.3 Approval Process of Organization/company

Before a student is allowed to analyse a business problem of the chosen organization/company, he/she must get approval of the department. In the process of approving organization/company, the following steps shall be involved:

- i. Step 1: Students shall propose the name of organization/company to the supervisor. Supervisor shall approve the organization/company by considering selection criteria.

- ii. Step 2: The Directorate of Research and Postgraduate Studies (DRPS) shall issue an introduction letter to the prospective organisation/company indicating the intention of our student to write a business case about the organization/company. The letter shall indicate the tentative data which the student may require during the process.
- iii. Step 3: Upon receiving a positive response from the organization, students shall proceed with business case writing while receiving guidance from the supervisor.

4.2 Procedure for Preparation of Business Cases

4.2.1 Approval for Data Collection

A student will be allowed to collect data for the proposed case after preparing and submitting, and presenting a detailed concept note. The student's request to proceed to the data collection stage shall be approved through the following process:

- i. A student shall prepare a concept note in which a supervisor shall assess and recommend for oral presentation. When the concept note is recommended, a student shall appear for oral presentation to present the concept note.
- ii. The oral presentation panellists shall provide constructive comments on the presented concept note. In the end, they should decide whether the student to proceed to the data collection stage or to re-appear for the presentation by filling up the "Presentation Assessment Form for MBA Business Case" (see appendix VI).
- iii. Once the concept note has been approved after the oral presentation, the candidate shall request for an approval to collect data for the case by filling the "Data Collection Approval for Business Case Writing" (see appendix VII).
- iv. The supervisor shall recommend approval of the request after being satisfied that the concept note carries the potential of being developed into a business case. The supervisor's approval shall be done by filling the

- supervisor's part in data collection approval form (Appendix VII).
- v. The Head of Department (HoD) will approve the request upon receiving the recommendation of the supervisor. The approval of the HoD will be granted by filling a designated part for the HoD in data collection approval form – Appendix VII.
 - vi. In submitting the request for data collection, a student shall submit a reviewed copy of the concept note that the supervisor has approved.

4.2.2 Supervisor and Supervisee's Roles and Responsibilities

To ensure that preparation of business case is done effectively and smoothly, both the supervisor and supervisee must perform their roles diligently. The role of each party in the supervision process is as follows:

4.2.2.1 Roles of the Supervisor

The supervisor shall supervise the student in the entire process of preparing and submitting business case. The specific roles of the supervisor are:

- i. To guide a student in the identification and the selection of a business problem to be analysed.
- ii. Review the business case concept note and provide constructive inputs.
- iii. To guide the student for oral presentation and later to accommodate comments received from the oral presentation panellist.
- iv. Guide the student on determining the type of data to be collected from the chosen organization/company.
- v. Recommend for approval the concept note of the proposed business case.
- vi. To guide the student in analysing the business case and documenting the final business case report.

4.2.2.2 Roles of the Supervisee

The roles of the student shall be as follows:

- i. Prepare a concept note for the business case that communicates about the business problem.
- ii. Identify and propose organizations that are relevant for the business case that he/she want to document.
- iii. Submit a letter from the university to the organization/company requesting for permission to document a business case.
- iv. Collect data for the approved concept note of the proposed business case.
- v. Present the concept note and business case to the oral presentation panel.
- vi. Incorporate all relevant inputs from the supervisor, and oral presentation panellists in the concept note and business case report.
- vii. Submit the approved concept note and business case report to the department after the approval process has been completed.
- viii. To follow and document all the necessary procedures to prepare the business case.

4.3 Submission of Business Case

- i Candidates shall be required to submit hard and soft copies before the expiry of the registration period, in order to qualify for award of degree.
- ii Every business case submitted for the degree must be accompanied by a declaration (*see appendix IV*) by the candidate to the satisfaction of Senate, stating that it is the candidate's own original work done within the period of registration and that it has neither been submitted nor being concurrently submitted in any other institution.
- iii Every business case submitted for examination shall be accompanied by business case certification form (*see appendix III*) signed by the major supervisor and internal examiner as evidence of compliance to quality standards of the university.

4.4 Examination of Business Case

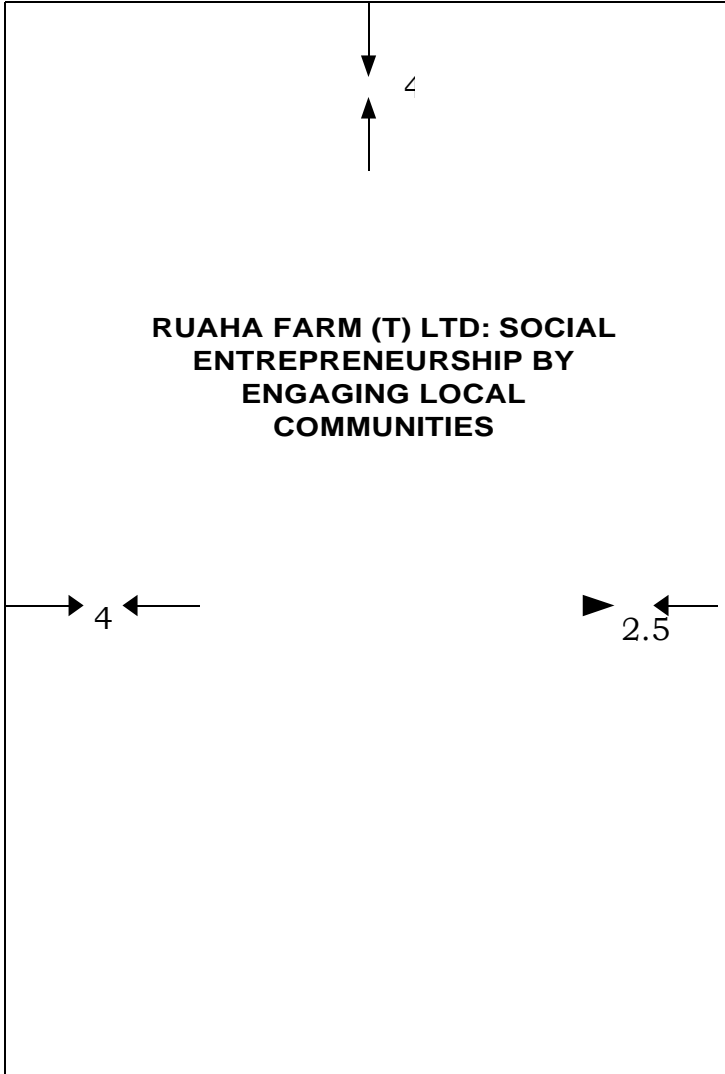
- i The examination of the business case shall follow the examination procedures as per the Mzumbe University Examinations and Assessment Criteria By-Laws.
- ii The candidate shall submit three loose or spiral bonded copies of the business case report for evaluation. One copy shall be sent to the Internal Examiner (IE), another copy shall be sent to the External Examiner (EE). The last copy shall be saved and be sent to the oral examiner.
- iii There shall be a "Business Case Evaluation Forms" by which both IE and EE (see Appendix VIII) shall use to evaluate the content and structure business case; and oral examiners (see appendix IX) shall use to evaluate the candidate during oral presentation of the business case report.
- iv Both IE and EE shall be required to submit their business case evaluation forms [reports] within a maximum period of one month from the date of its dispatch. If reports are not received within time, a reminder with a maximum extension of 7 days shall be served. In absence of response after such a reminder, new examiner(s) shall be appointed.
- v Each examiner shall be required to summarize his/her report about the business case with definite recommendations for one of the following actions using form as in appendix :-
 - a. The degree be awarded subject to typographical corrections and or minor revisions.
 - b. The degree be not awarded; but the candidate be allowed to revise and resubmit his business case for re-examination.
 - c. The business case be rejected outright.
- vi Where the examiners are not in agreement in the overall recommendations, the Postgraduate Programmes Committee (PPC) shall examine the business case and recommend one of the following actions:

- a. The recommendation of the EE be adopted and ensure that comments submitted by the EE in his/her report have been fully addressed;
 - b. An additional independent examiner be appointed; or
 - c. The department establish a panel from amongst the experts available to examine the candidate orally.
- vii A business case recommended for re-writing must be re-submitted within 6 months after the senate has approved the results. A student failing to re-submit the business case within this period without compelling reasons shall be discontinued from studies.
- viii In the events where an IE or EE is unable to submit examination reports on business case re-submitted for re-examination, the PPC shall examine the situation and recommend one of the following:
 - a. Another examiner be appointed to examine the business case; or
 - b. The department establish a panel from amongst the experts available to examine the candidate orally to ensure that comments submitted by the EE in his/her first report have been addressed.
- ix A business case recommended by examiners for re-writing and re-examination shall require the candidate to apply for extension for resubmission using the "MU Re- submission Extension Time Application Form" and pay a monthly extension fee applicable at the time of application for the entire period in question. This extension fee may change from time to time as may be determined by the university.
- x Students declared to have passed by the examiners (IE and EE) shall be required to appear for oral examination whose handling procedures are well stipulated in the Mzumbe University Examinations and Students' Assessment Criteria By-Laws. The oral presentation assessment shall be done by using the Business Case Evaluation Form for Oral presentation (see Appendix IX).

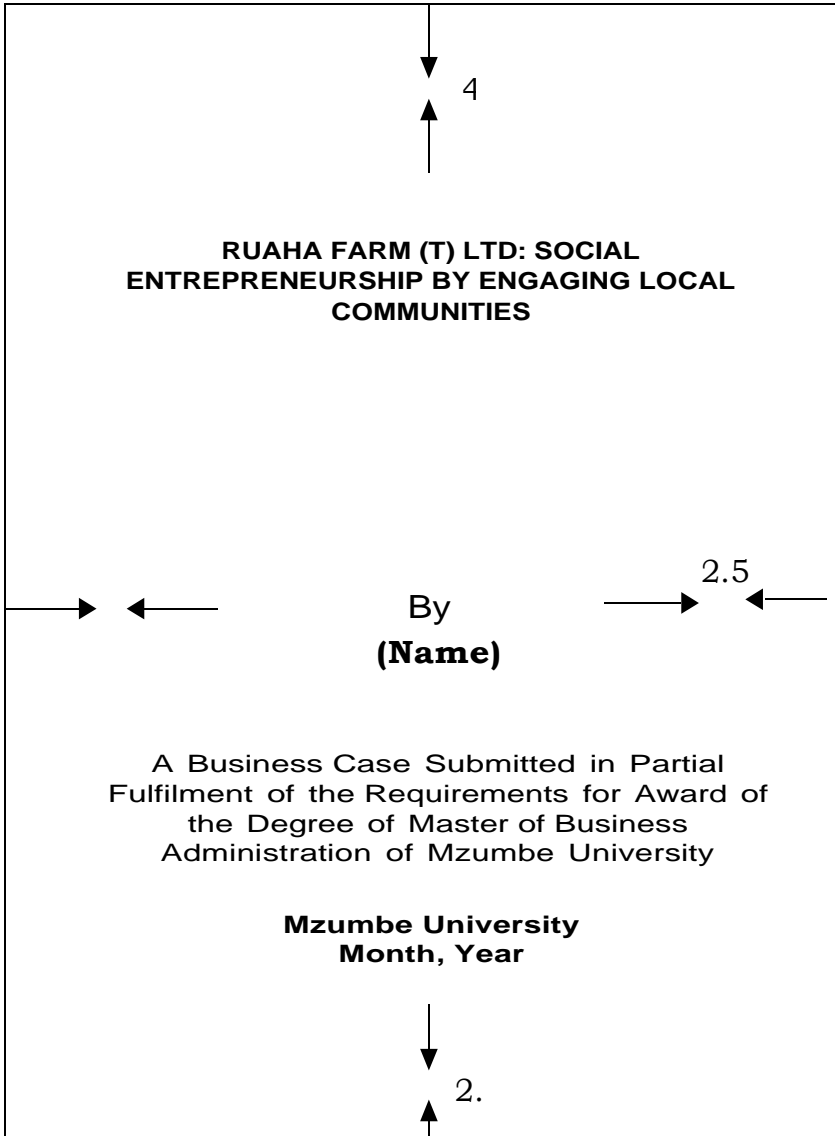
- xi Before a student makes the final submission, one loose bound copy of the business case **attached with a matrix table** indicating how the candidate has addressed the comments from examiners. The copy must be submitted to the department which shall transmit to the supervisor for verification.
- xii Upon submission of the business case, final version (both in hard and soft forms), an approval (See Appendix X) from the supervisor or an appointed person (in the absence of the supervisor) will be issued to the Head of Department authenticating that all recommendations made by examiners have been addressed and relevant guidelines adhered.
- xiii The candidates shall be required to submit ONE corrected hardbound copy and a soft copy in word-processed format of the business case within one month after approval of oral exam results by the department.
- xiv Business case rejected by examiners after re-submission shall not be accepted for second time for re-examination at Mzumbe University.
- xv A business case shall be re-written and re-examined only once.

It should be noted that candidates shall be required compliance to the MU guidelines for writing business case and other approved publication standards.

Appendix 1
A Sample of the Cover Page



Appendix II
A Sample of a Title Page



Appendix III
A Sample of Certification Page of a Business Case

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a business case entitled **Ruaha Farm (T) Ltd: Social Entrepreneurship by Engaging Local Communities**, in partial/fulfilment of the requirements for award of the degree of Master of Business Administration of Mzumbe University.

Signature

Major Supervisor

Signature

Internal Examiner

Accepted for the Board of

Signature

CHAIRPERSON, SCHOOL/CAMPUS BOARD

Appendix IV
A Sample of Declaration Form

DECLARATION

I,, hereby declare that this business case is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award. In case any information given in this business case proves to be false or incorrect, I shall be responsible for the consequences. Also, I shall be responsible for any errors, typos, and omissions found in this business case.

Signature _____

Pace _____

Date _____

Appendix V

A Sample of Copyright Form

COPYRIGHT

©

This business case is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

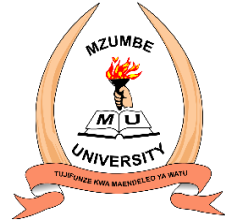
Appendix VI

Presentation Assessment Form for MBA Business Case



THE UNITED REPUBLIC OF
TANZANIA
MINISTRY OF EDUCATION,
SCIENCE AND
TECHNOLOGY

MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)



DIRECTORATE OF RESEARCH, PUBLICATIONS & POSTGRADUATE STUDIES (DRPS)

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Cell: +255 0754694029
E-Mail: drps@mzumbe.ac.tz
Website: www.mzumbe.ac.tz

P.O. Box 63,
Mzumbe,
TANZANIA.

PRESENTATION ASSESSMENT FORM FOR MBA BUSINESS CASE

Name of the candidate: _____

Registration Number: _____

Contact: _____

Department/Faculty/Institute: _____

Title of the Business Case: _____

Assessment: Put \surd for affirming and **x** for disaffirming in the bracket at the end of the assessment criteria.

1. Relevance of background information on the subject matter []
2. Correctness of the case puzzle/challenge or problem []

- 3. Correctness of the description of an organisation []
- 4. Relevance of theoretical review on the subject matter []
- 5. Relevance/validity of the literature referred to []
- 6. Relevance/correctness of the proposed methodology []
- 7. Mastery of the subject matter (The candidate demonstrates an understanding of the case problem and its documentation) []
- 8. Oral Communication ability []

ASSESSOR'S RECOMMENDATION

- 1. The seminar presentation was of acceptable standard, content and oral presentation; the candidate therefore passes with correction []

- 2. The seminar presentation was not of an acceptable standard; the candidate be allowed another chance to present the same/different business case for the first/second/third/fourth additional time. []

Comments:

Name of Examiner: _____

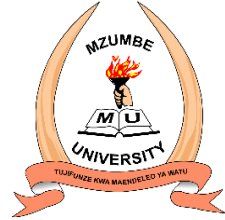
Signature: _____ Date: _____

Appendix VII

Data Collection Approval Form



THE UNITED REPUBLIC OF
TANZANIA
MINISTRY OF EDUCATION,
SCIENCE AND
TECHNOLOGY



MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)

DIRECTORATE OF RESEARCH, PUBLICATIONS & POSTGRADUATE STUDIES (DRPS)

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Website: www.mzumbe.ac.tz

P.O. Box 63,
Mzumbe,
TANZANIA.

DATA COLLECTION APPROVAL FORM FOR BUSINESS CASE WRITING

1. Name of the Candidate _____
2. Registration No _____
3. College/School/Faculty/Institute _____
4. Programme of Study: _____
Academic year _____
5. Title of the Business Case:

Approval by the Supervisor: _____

Comments/Recommendation by the Supervisor:

Name: _____

Signature: _____ Date: _____

Approval by Head of Department:

Approved/Not approved _____

Comment by the Head of the Department

Name: _____

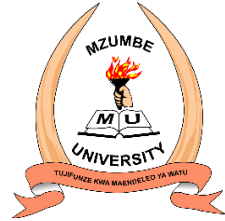
Signature: _____ Date: _____

Appendix VIII

Business Case Evaluation Form (IE and EE)



THE UNITED REPUBLIC OF
TANZANIA
MINISTRY OF EDUCATION,
SCIENCE AND
TECHNOLOGY



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

DIRECTORATE OF RESEARCH, PUBLICATIONS & POSTGRADUATE STUDIES (DRPS)

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E-Mail: drps@mzumbe.ac.tz

Website: www.mzumbe.ac.tz

P.O. Box 63,

Mzumbe,

TANZANIA.

EVALUATION FORM FOR A BUSINESS CASE – INTERNAL/EXTERNAL EXAMINERS

Students' Name: _____

Registration No: _____

Programme: _____

Title of the Business Case: _____

Campus/School/Faculty: _____

#	Item	Rating				
		1	2	3	4	5
1	Background information: Is the business case well introduced?	1	2	3	4	5
2	Is the description of the protagonist and an organization introduced?	1	2	3	4	5

3	Business Case Problem: The puzzle is explicitly shown and logically presented.	1	2	3	4	5
4	Description of the literature, theoretical professional and technical issues relevant to the case puzzle	1	2	3	4	5
5	Methodology: Description of data types and sources Is the methodological issues correct and relevant?	1	2	3	4	5
6	Case Analysis: Description of actions and interventions made to attend the problem at hand.	1	2	3	4	5
7	Proposed solution to the business case dilemma. Is the proposed solution relevant and rational?	1	2	3	4	5
8	Is the proposed solution supported by theories and or literatures?	1	2	3	4	5
9	How is conclusion reached? Is it rational and relevant?	1	2	3	4	5
10	Overall content and structure of the business case	1	2	3	4	5
Total score						

EXAMINERES' GENERAL DECISION:

- a. The business case be accepted and the degree be awarded subject to typographical corrections and or minor revisions. []
- b. The degree NOT be awarded but the candidate be allowed to revise and resubmit his business case for re-examination []
- c. The business case be rejected outright []

Specific Comments:

Internal/External
examiner _____

Signature: _____

Date: _____

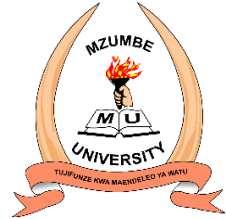
Appendix IX

Business Case Evaluation Form – Oral Presentation



THE UNITED REPUBLIC OF
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SCIENCE AND
TECHNOLOGY

MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)



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Website: www.mzumbe.ac.tz

P.O. Box 63,
Mzumbe,
TANZANIA.

EVALUATION FORM FOR A BUSINESS CASE – ORAL PRESENTATION

Students' Name: _____

Registration No: _____

Programme: _____

Title of the Business Case: _____

Campus/School/Faculty: _____

#	Item	Rating				
		1	2	3	4	5
1	Introduction and background information of the case	1	2	3	4	5
2	Correctness of the case puzzle/challenge or problem	1	2	3	4	5

3	Description of the protagonist and an organization	1	2	3	4	5
4	Theoretical and literature review on the subject matter	1	2	3	4	5
5	Relevance/correctness of the proposed methodology	1	2	3	4	5
6	Case analysis abilities: The candidate shows analytical skills from the data case	1	2	3	4	5
7	Sound and logical solution to the case problem The solution and conclusion is supported by theories.	1	2	3	4	5
8	Mastery of the subject matter	1	2	3	4	5
9	Oral Communication ability	1	2	3	4	5
	Total score					

Major supervisor: _____

Signature: _____

Internal examiner _____

Signature: _____

Oral examiner (1) _____

Signature: _____

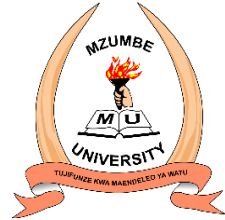
Oral examiner (2) _____

Signature: _____ Date: _____

Appendix X
Business Case Submission Approval Form



THE UNITED REPUBLIC OF
TANZANIA
MINISTRY OF EDUCATION,
SCIENCE AND
TECHNOLOGY



**MZUMBE UNIVERSITY
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Website: www.mzumbe.ac.tz

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Mzumbe,
TANZANIA.

BUSINESS CASE SUBMISSION APPROVAL FORM

I _____
hereby submitting herewith Business Case **Titled**

I recommend that it be accepted in partial fulfilment of the requirement for the Degree of Master of Business Administration (Corporate Management) of Mzumbe University.

Major Supervisor:

I have examined this Business Case and recommend it for acceptance

Internal Examiner: