



Case Study Writing Guide – HRM course

Introduction

A case study is a research method that relies on a single case rather than a population or sample, i.e. the researchers focus on a specific case company or issue over a period of time. Data is commonly gathered by doing depth interviews, reviewing internal historic data and/or collected through surveys, questionnaires or other forms of sources to support the development of the case on hand. (Hakim, 2000).

One author of case studies, Paul R. Lawrence, defined the case study as follows:

A good case is the vehicle by which a chunk of reality is brought into the training environment to be worked over by the trainees and the facilitator/instructor. A good case keeps the discussion grounded upon some of the stubborn facts that must be faced in real life situations. It is the record of complex situations that must be literally pulled apart and put together again before the situations can be understood. It is the target for the expression of attitudes or ways of thinking brought into the training/learning environment.

The aim of case study is to achieve the experiment of selected social factors or processes that is conducted in a real life context. It can provide deep and rich details of a particular social phenomenon. (Hakim, 2000). The case study you will create aims to describe the development or practices of HRM in SMEs and document these to facilitate the migration of best practices to other SMEs when they face similar issues.



Key Elements of a Case Study

Contents	Description
Title	Creates an eye-catching, interesting title
Introduction	Introduces the case including the background of the company, the industry, the region and any related or relevant issues to set the scene for the readers.
Objectives of Studies	Describes the purpose of the study and the specific research problem concerned e.g. include a thesis statement
Literature Review	Shortly summarize the key literature related to the research problem on hand and the tools you intend to develop to address the problem thereof. (i.e. Connect theories to problems)
Method	Briefly explains how the study was carried out.
Findings and Analysis	A critical evaluation of the problem on hand based on the data collected. Explain the significance of the study and what are your findings and observations. Critically analyze and discuss your findings in the light of the research problem and literature.
Recommendations / Proposed Tool to resolve the problem and Conclusion	Provides proposals. Describe the tools you have developed to solve the problem or to improve the situation.
Exhibits and Appendices	Supporting documents, templates, interview questions, etc.

References

Armstrong, M. A Handbook of Human Resource Management Practice. Kogan Page, London, 2010

Hakim, C. (2000). Research Design, London: Routledge.

Paul R Lawrence, 'The Preparation of Case Material,' in Kenneth R Andrews, ed., The Case Method of Teaching Human Relations and Administration (Cambridge, MA: Harvard University Press, 1953), p. 21