

ParCeL –  
Participant Centred Learning in Management Education  
Research Group

**Britannia Dynamic Logistics**

**Developing an Emotionally Intelligent Business A Case Study**

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# Questions addressed by presentation

1. Who/what was your organisational context?
2. How did your conversations identify key learning objectives for a case?
3. What challenges did you face when developing the case?
4. How did the students engage with the case in class?
5. What lessons did you learn to support future case writing?

IMAGE REDACTED

# 1. Who/what was your organisational context?

Mr. Nigel Piercy

Former Director  
(Retired) Britannia  
Dynamic Logistics

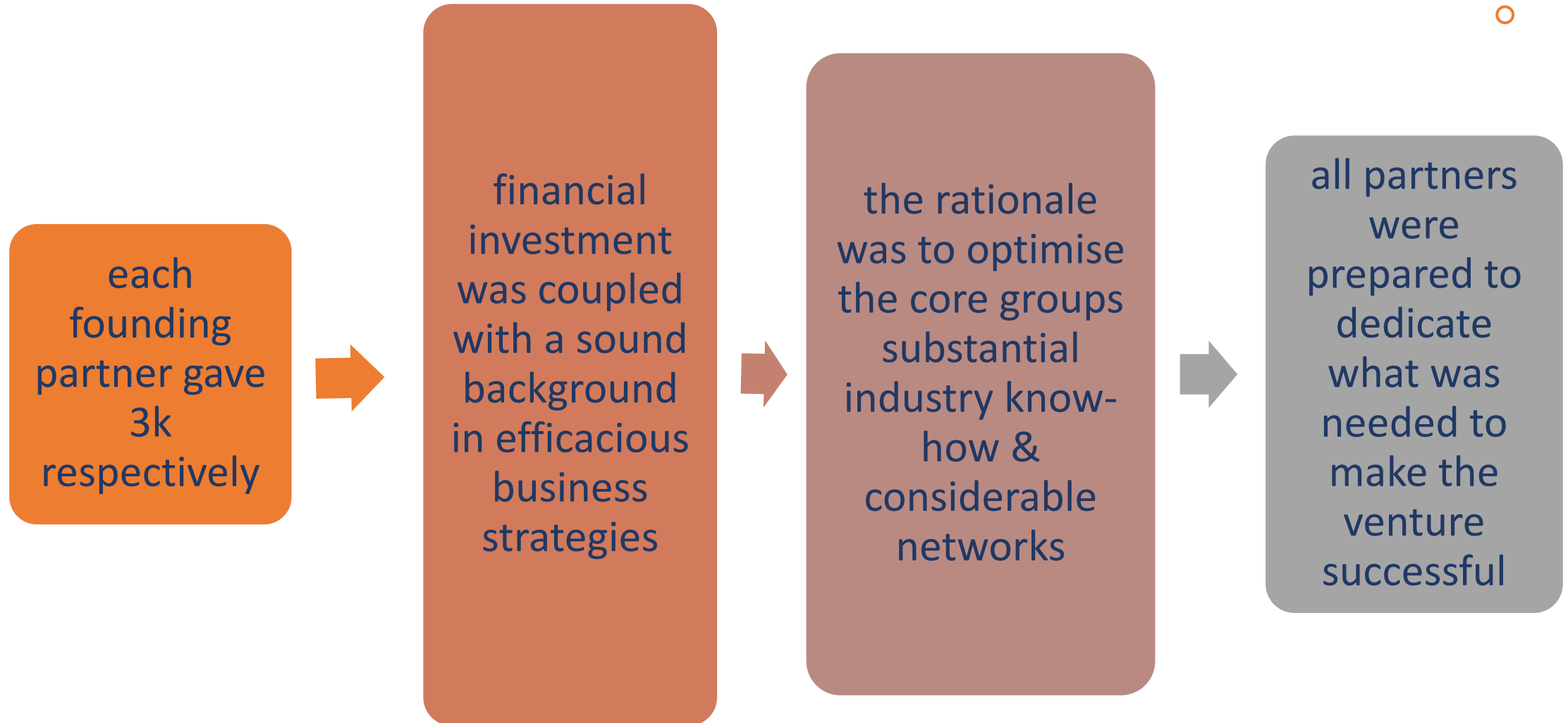
BDL was a new logistics  
company set up by 4  
long-term friends &  
colleagues

Chance to rethink  
logistics

IMAGE REDACTED

IMAGE REDACTED

# From a 'beer mat business plan' ....



# From a 'beer mat business plan'

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**this group of experienced logistics specialists boasted a combined total of more than 150 years of professional experience in the sector**



**the vision was to create BDL was proposed to stage logistical services tailored to meet the unique needs of its clientele**



**BDL was formed and registered at Companies House with each director holding a 25% share and investment [<https://www.bdl-groupservices.com>]**

## 2. How did your conversations identify key learning objectives for a case?

Keen awareness of the value orientation of Nigel's business practices when I listened to him at the ParCel event at WBS in summer 2022

Curious listening

Naïve notetaking

A year later:-

Agenda to develop a new framework for an existing undergraduate module

Decided to create a module using emotional intelligence as this was what came to mind when hearing about Nigel's operations

Determination to create a vehicle that could provide a concept application opportunity & formative feedback mechanism for the new envisaged module i.e. combining case study initiative with student-centric module development

Contacted Nigel & asked if he would join in with endeavour; formed super partnership

### 3. What challenges did you face when developing the case?

IMAGE REDACTED

- I had never written a case study before
- Module Team very supportive : Dr Mike Bagshaw & Geraldine Mc Coll
- Line Manager/Head of Dept Dr Abdul Taroun supportive of idea
- Established a viable rationale for a 'green light' to give it a go
- When formed the story of BDL's inception with the emergence of the main leadership protagonist:-
  - met with protagonist; chatted through the narrative; received some additional information from BDL perspective
  - kept in touch with all involved
  - formalised the module framework

# Structure of the course

## Semester 1:

- Self-Awareness
- Self-Management
- Assessment 1A: An Essay & Personal Development Plan based on topics covered in Semester 1
- Formative Assessment skill preparation using 'Britannia Dynamic Logistics Developing an emotionally intelligent business. A Case Study'

## Semester 2:

- Social Awareness
- Relationship Management
- Assessment 1B: An Essay & further Personal Development Plan based on topics covered in Semester 2

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## 4. How did the students engage with the case in class?

- Win-win opportunity created by engaging with the case study
- Opportunity to hear from a business leader on how to start up a new business [The Lecture activity with Nigel presenting to all students]
- Opportunity to ‘practice’ application of the theories learned in semester 1 using the case study [Seminar activity]
- Opportunity to receive tutor feedback on submitted answers
  - Conceptual feedback on use of Goleman’s Emotional Intelligence concepts in action
  - Scholarly feedback on how to use sources, how to write, how to structure a piece of work & how to cite sources/provide accurate references

# Sample of collated student feedback:-

- I have learnt about the personal experiences of the business leader & how the business improved
- I enjoyed the live case study a lot as there were friends around us and we can build up strong relationships with the study
- I learned that trust is the key to a successful business
- I learned that no one can do it alone
- I learned skills like talking to the situations directly and managing them through the tutors
- We had to deal with real and recent information on a business
- I developed my ability to analyse key information relevant to the questions provided
- I learnt it is very important to have the correct business values & ethics to be successful
- It helped me to have a deeper understanding of what I am doing
- It was new and challenging for me but not hard or impossible
- I could apply the theories & see links between EI & how they operated their business
- It required more personal thinking & research which engaged me more as I was learning & recapping information at the same time
- It was inspirational, interesting & thought provoking
- The importance of creating a positive staff team and how it can improve a business

# 5. What lessons did you learn to support future case writing?

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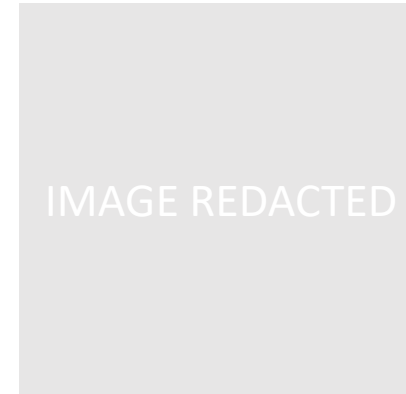
Have a vision



Be patient



Invest in your collaborators



Establish positives for all involved & make these gains happen



Be mentored on the case study method

-Dr Scott Andrews

<i><b>Self-awareness</b></i>	<i><b>Social awareness</b></i>
<i><b>Self management</b></i>	<i><b>Relationship management</b></i>

Be conceptually secure

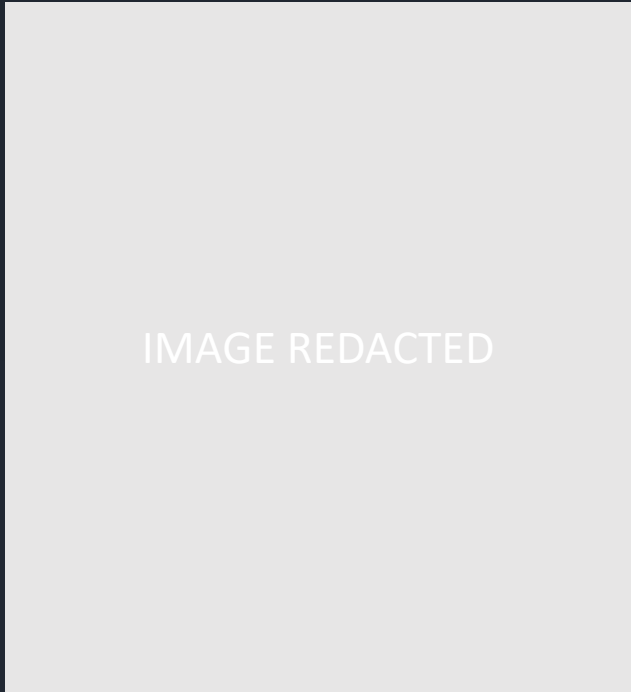


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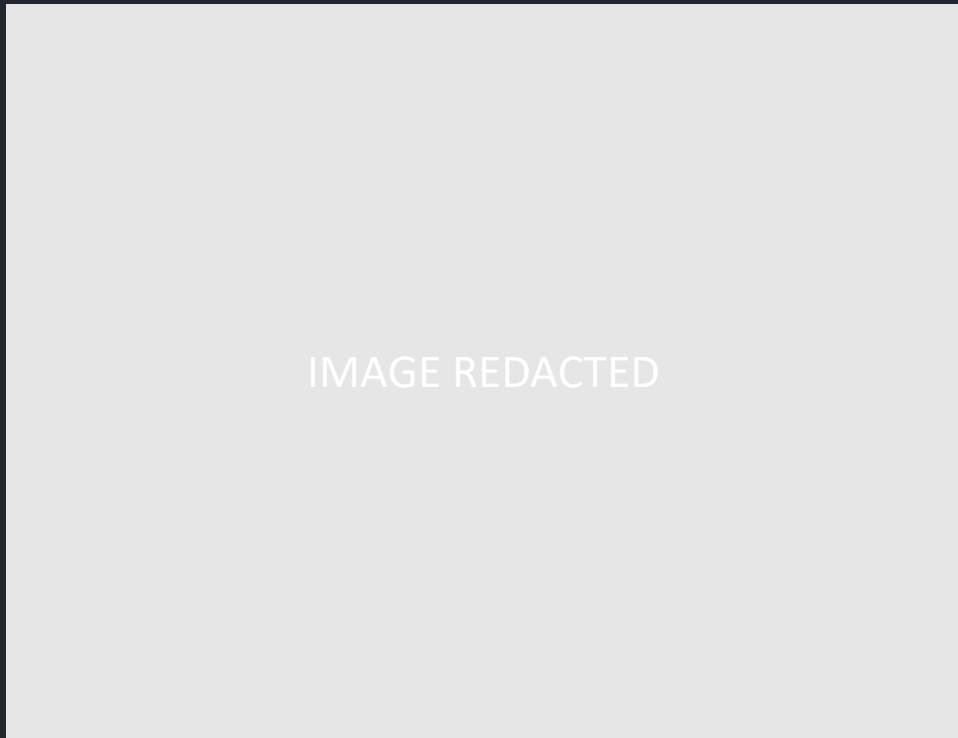
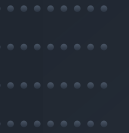


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Thank you

Britannia Dynamic Logistics  
Developing an emotionally intelligent  
business  
A Case Study

