

Document #:	CEE-PGD-SCM-Project-00	Issue #: 01
Title:	PGD-SCM Project Handbook	

**Centre for Executive Education, IBA Karachi
Project Handbook***



**PGD-SCM PROJECT
(PRJ-701)**

	NAME	DESIGNATION	SIGNATURE	DATE
WRITTEN BY:	Dr. Rameez Khalid	Program Director PGD-SCM, Assistant Professor		
REVIEWED BY:	Dr. Izhar Hussain	Director CEE		
REVISION NO.:	02			
DATE OF ISSUE:	12-June-2016			

**This document is developed by Program Director Post Graduate Diploma in Supply Chain Management (PGD-SCM), and it is meant only for internal /departmental use.*

1. SUBJECT

Post Graduate Diploma in Supply Chain Management (PGD-SCM) Project Handbook.

2. PURPOSE AND OBJECTIVE

PGD-SCM Project is an integral part of the PGD-SCM program conducted at CEE, IBA Karachi, as it is capstone in nature. A group of 4-5 second semester participants undertake a management consulting assignment in real life business environment related to managerial and organizational problems under supply chain management. It is where they apply the concepts studied in class.

PGD-SCM Project not only enables participants to develop interviewing, report writing and presenting skills, but also provides an opportunity for them to enhance their managerial and leadership skills, besides their problem-solving, decision-making and project management skills.

The purpose of this Handbook is to standardise and systematise the Processes relevant to PGD-SCM Projects; it also defines the necessary controls. The objective of these Guidelines is to update the reader regarding different activities and stakeholders in projects.

3. COMMENCEMENT

These Guidelines shall be followed with effect from July-2015.

4. PGD-SCM PROJECT APPLICATION

4.1 PGD-SCM Participants shall make Project Groups with 4-5 members. It is important that Group Members should belong to different industries, disciplines and backgrounds to make the team more diverse.

4.2 Project Group Members shall explore in various companies /organizations in their network, for possible areas /problems that are worthy of becoming PGD-SCM Project. PGD-SCM Program-Office may be approached for assistance in inviting an organization to engage a Project Group (comprises of energetic participants with sound academic and practical background, and who under an Advisor's supervision, can be trusted to come up with practical and effective solutions) to solve their supply chain relevant issues (see 'PGD-SCM Project Invitation Letter').

4.3 CEE, IBA Karachi does not charge for any project carried out for an organization by its students.

4.4 Project Groups may start an informal discussion (preferably through E-mails) with one or more full time or visiting faculty members of PGD-SCM (CEE, IBA Karachi) around their preferred topic in supply chain management (PGD-SCM Program-Office may bring more advisors on board, as per need). These faculty members may become the prospective Project Advisors. This discussion will ensure that a topic may be finalized with higher level details.

4.5 Each Project shall be conducted under close supervision of one (01) industry experienced Project Advisor. Final assignment of advisors to projects rests with PGD-SCM Program-Office.

4.6 The project scope should necessarily stick to one or more of the elements of: upstream, operations, downstream or integration, of a supply chain. A project may be inter-disciplinary in nature i.e. it may revolve around multiple interfacing areas of supply chain management. Projects shall be done with both local and multinational companies (preferably those based in Karachi due to logistic reasons).

4.7 Two (02) different project proposals or “Terms of Reference” (see ‘PGD-SCM Project TOR’ – a crucial milestone document which serves as the main kick-off component) shall be submitted, along with their cover letters indicating: the group member’s names, proposed major subject area, title, few bulleted details and their proposed Project Advisors (see ‘PGD-SCM Project Cover Letter’). These shall be submitted to PGD-SCM Program-Office by the prescribed week (see ‘PGD-SCM Project Lifecycle’).

4.8 Project Group Members mentioned on the submitted cover letters shall be considered final, and no change shall be allowed in any circumstance. PGD-SCM Program-Office shall assign a Group Number on the cover letter submitted.

4.8.1 Group Number will follow the form: “G#XX-BB-SCMY””, where ‘XX’ is Number, ‘BB’ is Batch and ‘YY’ is Year (i.e. for Group-1 of Batch-1 and 2015, it will be: G#01-01-SCM15)

5. GENERAL SCHEME OF STUDIES

5.1 PGD-SCM Project worth six (06) credit hours for which participants shall maintain the details of each interaction with their advisors (see ‘PGD-SCM Project Supervision Log’).

5.2 Minimum period for PGD-SCM Project, after which the final defence (presentation exam) will be held, shall be of one semester (sixteen (16) weeks), and a maximum of two semesters (thirty-two (32) weeks) – subject to approval from PGD-SCM Program-Office.

5.3 Maximum 3 attempts, for carrying out PGD-SCM Projects, are allowed within a participant’s remaining PGD-SCM Program duration.

5.4 Within 15 days of TOR submission, Project Groups will present their TORs in front of an (PGD-SCM Program-Office’s established) Evaluation Committee.

5.5 Updated /Final TOR shall be submitted to PGD-SCM Program-Office and Advisor (if assigned by that time) within one (01) week of the conduct of ‘TOR Presentations’.

6. RESPONSIBILITIES

6.1 PGD-SCM PROJECT EVALUATION COMMITTEE

6.1.1 Shall be chaired by Program Director PGD-SCM.

6.1.2 Shall comprise of at least five (05) high-level stake holders (see ‘Exhibit1’). It will be developed by the PGD-SCM Program-Office for each project cycle (see ‘PGD-SCM Project Lifecycle’). Project Advisors are ex-officio members of this committee.

- 6.1.3** Shall provide guidance on overall strategic direction and to monitor and govern all other stakeholders involved. It shall ensure quality assurance in all project activities.
- 6.1.4** Shall ensure professionalism and adequate transparency of all activities in the project.
- 6.1.5** Shall meet at least thrice (03) in one project cycle, i.e. for: finalizing TOR; grading Interim and Final Project Presentations. Moreover, it can meet whenever required such as in case of conflict resolution.
- 6.1.6** Quorum for meeting of the Evaluation Committee shall be one-half of the total number of members, a fraction being counted as one.

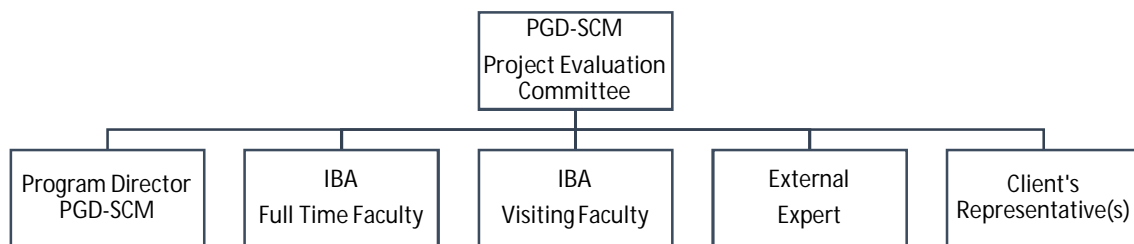


Exhibit 1: Possible Composition of PGD-SCM Project Evaluation Committee

6.2 PGD-SCM PROGRAM-OFFICE & PROGRAM DIRECTOR

- 6.2.1** Shall be responsible for managing and providing support in every step of the Project Lifecycle (see 'PGD-SCM Project Lifecycle').
- 6.2.2** Shall be responsible for keeping track of each project's progress.
- 6.2.3** Shall be responsible for establishing PGD-SCM Project Evaluation Committee for each project cycle taking into consideration: clauses under 6.1.
- 6.2.4** Shall assign Project Advisors from the available pool of full time or visiting faculty members of IBA Karachi after placing a request to relevant departmental chairpersons. This shall be done by taking into consideration: the proposed advisors by the Project Group; and clauses under 6.3. One (01) Project Advisor can supervise maximum two (02) Project Groups in a project cycle.
- 6.2.5** Shall evaluate the 'Final Project Report' for plagiarism.
- 6.2.6** Shall facilitate participants in solving logistic /operational problems (such as: access to data /library /specialist faculty /breakout-rooms) as well as team issues.
- 6.2.7** Shall help participants in maintaining high quality relationships with clients (where applicable).

6.3 PROJECT ADVISOR

- 6.3.1** Shall be responsible for: initial definition and planning of the work assigned to the Project Group; guiding the Project Group in development of the final

TOR (if he /she has been assigned by that time); and helping the participants in focusing on objectives and deliverables.

- 6.3.2** Shall suggest reading material to enhance the Project Group’s understanding of subjects related to the topic.
- 6.3.3** Shall be responsible for guiding the Project Group in academic writing, referencing and issues related to plagiarism, especially during the development of ‘Interim Project Report’ and ‘Final Project Report’.
- 6.3.4** Shall closely supervise the project work conducted at IBA Karachi (especially its computer labs.) and /or Client’s premises (where applicable) within ethical and professional boundaries.
- 6.3.5** Shall facilitate project work with good team spirit and conflict resolution (resolving any conflicts arising between Project Group Members).
- 6.3.6** Shall monitor that the Project Group is properly maintaining the record of interactions (see ‘PGD-SCM Project Supervision Log’).
- 6.3.7** Shall attend TOR (if he /she has been assigned by that time), interim and final presentations of their Project Group, along with at least two (02) other groups’ (as Evaluation Committee Member) presentations.
- 6.3.8** Shall grade their Project Group’s work during Interim and Final Project Presentations as Project Advisor, and grade at least two (02) other groups as a member on Evaluation Committee.
- 6.3.9** Shall sign a consent form to accept the responsibilities from 6.3.1 till 6.3.8.

6.4 CLIENT ORGANIZATION

- 6.4.1** Shall provide a brief description of their requirements and scope of the project to PGD-SCM Program-Office so that the project can be started.
- 6.4.2** Shall provide name and contact details of the individual in the organization who can be contacted by the Project Group to facilitate access, where necessary, to the company and its relevant material and information.
- 6.4.3** Shall meet the financial costs incurred on the project, including: travel and accommodation costs, if any. Cost is minimal as compared to the cost that is incurred in engaging a professional consulting firm. Every group can also access the extensive resources /expert faculty available at IBA Karachi for delivering these client based projects.
- 6.4.4** Shall confirm that the ‘Final Project Report’ (see ‘PGD-SCM Project Report’) meets their objectives, before final project presentation of the Project Group.

7. PROGRESS OF PROJECT WORK

- 7.1** Project Group shall regularly meet their Project Advisor and submit assigned work.
- 7.2** Any Project Group or Member failing to comply 7.1 may be referred to Project Evaluation Committee which in extreme cases can formally terminate the project.

- 7.3** After eight (08) weeks of formal project study /work, each Project Group shall submit an ‘Interim Project Report’, which they shall defend in ‘Interim Project Presentations’ on a prescribed date (see ‘PGD-SCM Project Report’).
- 7.4** Presentation Slides for ‘Interim Project Presentations’ shall be required in the prescribed format (see ‘PGD-SCM Project Presentation’).
- 7.5** Attendance of all Project Group Members is mandatory in TOR, Interim and Final Presentations. In extreme cases, Evaluation Committee may accept the absence in TOR or Interim upon prior submission of an application and justification documents.
- 7.6** Towards the end of the project, it is expected /encouraged that the Project Group shall publish (or submit) at least one (01) case-study or research-paper, in a Conference or Journal of international repute (where applicable, client’s approval is required prior to submission of ‘Final Project Report’ for Presentation Exam – see ‘PGD-SCM Consent to Publish Form’).

8. SUBMISSION AND EVALUATION

- 8.1** ‘Final Project Report’ shall show evidence of original capacity of the development or application of scientific principles and methods, acquaintance with work of others in similar fields and ability of presentation of ideas.
- 8.2** ‘Final Project Report’ must represent sixteen (16) weeks’ of formal work done by the Project Group.
- 8.3** ‘Final Project Report’ shall be written in English Language and shall be in the form prescribed (see ‘PGD-SCM Project Report’).
- 8.4** After sixteen (16) weeks of work, each Project Group shall submit two (02) (spiral bind) copies of the final version of ‘Final Project Report’ for evaluation to the PGD-SCM Program-Office, which the Project Group shall be required to defend in ‘Final Project Presentation Exam’ on a prescribed date (see ‘PGD-SCM Project Lifecycle’). One copy will be retained by PGD-SCM Program Office and the other is sent to the Project Group’s Advisor.
- 8.5** ‘Final Project Presentation Exam is a viva-voce examination. Presentation Slides for ‘Final Project Presentation Exam’ shall be required in the prescribed format (see ‘PGD-SCM Project Presentation’).
- 8.6** If the Evaluation Committee finds the work ‘Satisfactory’ or ‘Unsatisfactory’, then the work shall be graded appropriately following clauses under 9.
- 8.7** In case the Evaluation Committee finds the work ‘Satisfactory with Corrections’, then the work shall be graded appropriately following clauses under 9. Project Group will do the corrections within one (01) week, and PGD-SCM Program-Office shall validate the changes suggested by the committee.

9. DELIVERABLES & GRADING POLICY

- 9.1** During the course of PGD-SCM project lifecycle, a participant is expected to produce four (04) deliverables (see ‘Exhibit2’).

Exhibit 2: Grading Plan as per Project Deliverables

Deliverable	Grading Status	Weight age in Final Grade	Deliverable Sub-component	Sub-component Weight age
<i>1. Cover Letter submission</i>	Graded	5%	None	-
<i>2. TOR submission</i>	Graded		None	-
<i>3. Interim Progress Update</i>	Graded	25%	Interim Presentation	30%
			Interim Report	70%
<i>4. Final Progress Update</i>	Graded	70%	Final Presentation	30%
			Final Report	70%

9.2 Different grades may be awarded to individuals within a same group.

9.3 The grading authority for each deliverable is split between the Project Advisor (40%), Program Director PGD-SCM (40%) and an independent Examiner (20%) – assigned by Program-Office. Where Program Director is himself /herself also the Project Advisor, another independent Examiner shall grade in his /her place for 40%.

9.4 Along with the Final Project Report, Project Groups shall submit a completion form which will serve as a checklist for completeness of the report, as well as a summary of the report (see ‘PGD-SCM Final Project Report Completion Form’).

9.5 Grading shall be carried out on a prescribed grid (for both: interim and final), which will eventually produce the final letter grade for the project (see ‘PGD-SCM Project Grading Criteria Grid’). All compilation of results shall be carried out by the PGD-SCM Program-Office as per 9.1 and 9.3.

9.6 Assessment shall be carried out close to Portfolio-Based-Assessment (PBA), as participants know about the criteria against which they will be graded prior to their investigation and proposition of a solution. Participants can even gage their own performance on the criteria and defend accordingly in front of Evaluation Committee. This is done gradually i.e. first in Interim Project Presentation and then Final Project Presentation that provides ample time for reflection at participants’ end.

10. DISCIPLINE OF FINAL PROJECT PRESENTATION EXAM

10.1 ‘Final Project Presentation Exam’ shall be mandatory for all PGD-SCM participants to attend.

10.2 Evaluation Committee is not bound to ask questions at the end of a Project Group’s Presentation, rather it can raise queries and interrupts wherever it feels necessary.

10.3 PGD-SCM Program-Office can also invite independent and interested observers to attend the Exam.

10.4 Observers shall follow the following rules to maintain discipline during the Exam:

10.4.1 Use of Cell Phones and other means of distractions shall not be allowed.

10.4.2 Cross-talking shall not be allowed as it distracts the participants presenting as well as it shatters the formal atmosphere which is needed in Exam.

10.4.3 Questions shall only be asked during the ‘Question & Answer’ Session, i.e. after the completion of a Project Group’s presentation and within the time allocated for each presentation exam.

11. PUBLICATION OF PROJECT REPORT

11.1 Project Group, having successfully completed the Project, shall submit three (03) copies of the Final Project Report to the PGD-SCM Program-Office. Each copy is required to be submitted in a Green Colour hard bind form with Golden Text (see 'PGD-SCM Project Report Cover').

11.2 One (01) copy shall be retained for the PGD-SCM Program-Office; one (01) shall be handed to the Project Advisor; and one (01) shall be sent to IBA Library (City Campus).

11.3 Project Group shall submit /attach with the hard bind for PGD-SCM Program-Office, one (01) DVD having appropriate folders for the following:

11.3.1 Word document of TOR

11.3.2 Word document of Final Project Report.

11.3.3 At least one (01) case-study or research-paper (word document) extracted from Final Project Report.

11.3.4 All relevant data such as: data sheets (MS Excel, SPSS etc.); output(s); questionnaires (scanned if hard copies); brochures (scanned if hard copies); visiting cards (scanned if hard copies); literature reviewed (research papers, reports, manuals, thesis etc.) and other artefacts.

11.4 Results cannot be uploaded on the ERP unless all the formalities are fulfilled.

12. RELATED DOCUMENTS

1. PGD-SCM Project Cover Letter
2. PGD-SCM Project TOR
3. PGD-SCM Project Invitation Letter
4. PGD-SCM Project Lifecycle
5. PGD-SCM Project Supervision Log
6. PGD-SCM Project Report (with Cover)
7. PGD-SCM Final Project Report Completion Form
8. PGD-SCM Project Presentation
9. PGD-SCM Project Grading Criteria Grid
10. PGD-SCM Consent to Publish Form

13. LIST OF ABBREVIATIONS:

PGD-SCM : Post Graduate Diploma in Supply Chain Management
 CEE : Centre for Executive Education, IBA Karachi
 TOR : Terms of Reference
 PBA : Portfolio-Based-Assessment

The Program Director

Post Graduate Diploma in Supply Chain Management
Center for Executive Education, IBA Karachi

Subject: **Application for PGD-SCM Capstone Project (PRJ-701)**

Dear Sir,

Most respectfully, it is stated that we are participants in the Postgraduate Diploma Programme in Supply Chain Management with the following details:

Full Name					
ERP ID					
Semesters Completed					
Courses Completed					
CGPA					
Email Address					
Mobile Number					

We intend to pursue the PGD-SCM Project, with the following higher level details:

Proposed Title	
Specific Subject Area	<i>e.g. Transportation Management</i>
Brief Description	<ul style="list-style-type: none"> • <i>Few bulleted details</i> • <i>Few bulleted details</i> • <i>Few bulleted details</i> • <i>Delete all text in red-font and place your text instead in black-font</i>
Previewed Output	<input type="radio"/> Case-Study <input type="radio"/> Research-Paper
Proposed Project Advisor(s)	<ul style="list-style-type: none"> • <i>PGD-SCM Program-Office is not bound to assign any of the proposed Project Advisor, as their expertise (relevant to topic) & availability are always evaluated before assignment</i>

Therefore, you are requested to kindly allow us to pursue this, and assign us one of the above Project Advisors. Please accept our gratitude for your support in this regard.

Sincerely Yours,

<Group Member's Name> _____
 <Group Member's Name> _____
 <Group Member's Name> _____
 <Group Member's Name> _____
 <Group Member's Name> _____

Enclosed: **1.** Grade Printout (from ERP) of each Project Group Member; **2.** TOR

Insert Logo of the Company,
where you are going to carry out
the Project

TERMS OF REFERENCE

Place Proposed Short Title of your Project here

PROJECT GROUP MEMBERS

<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>

Proposed Title for Capstone Project

Company Introduction:

Here, the company information can be placed with a brief introduction of the company such as its major: products, processes, equipment, achievements, locations and expertise etc. No. of employees, revenues, market-share and plans for near or far future can also be mentioned here. Strengths and weaknesses in existing supply chain practices can also be discussed here.

Industry Background:

Discussion around the industry to which the company belong. Its salient features, such as: size, competition, trends, challenges, and advantages etc. Better to discuss major portion of this TOR in terms of bullet points.

Context:

Vital ingredients or facets of the PGD-SCM Project are discussed here in a logical sequence. This context elaborates the importance of this study /work. Here, some references i.e. articles /papers /books may be referred as evidence or for building the case for the PGD-SCM Project. Discuss explicitly the following around your topic and industry background (both of the following require references as strong evidence):

- What is known around your topic?
- What are the un-knowns (Gaps) around your topic?

Referencing capability of MS Word should be used for placing references and APA referencing style should be followed.

Formatting of this document should be followed as it is, i.e. its fonts, font sizes, paragraphing and other relevant issues for uniformity as defined for each PGD-SCM Project at IMD, NED. This document has a maximum limit of five (05) pages. Spacing in this document such as after between headings may be deleted, if required.

Objectives:

The aim of the PGD-SCM Project should be discussed here. Objectives should be presented in the form of bulleted points. Objectives can take the form of questions that the Project Group wants to answer through their work. Essentially, these objectives fill a number of Gaps /Un-knowns identified in context. For projects, inclined towards research, objectives can be a number of hypothesis that the group would like to accept or reject (refer to 'hypothesis testing' literature).

- Abcdefghijklmnopqrstuvwxyz.
- Abcdefghijklmnopqrstuvwxyz.

Methodology:

One paragraph about what methodology the Project Group will employ to achieve the objectives of PGD-SCM Project. Here the Project Group may discuss what kind of data they will be dealing with such as Qualitative /Quantitative, along with the discussion of how this data will be collected i.e. by experiments, surveys or interviews (primary or secondary data). In case of survey, prospective sample size should be provided. Also, it is beneficial to show how the data will be validated i.e. 'Triangulation'. Next the approaches that will be used may also be highlighted here. See 'PGD-SCM Final Project Report Completion Form' for more description of the research methodology and methods. This section highlights the choice between a case-study and research-paper (as a previewed output of this project).

Significance /Expected Outcomes:

Here, the impact of the study will be discussed, i.e. how the practitioners and/or researchers will find the conclusions of this PGD-SCM Project helpful. Also, how the knowledge developed as the outcome of this study will be beneficial in Pakistan? Bulleted points defining the tangible and non-tangible outcomes of this PGD-SCM Project may be presented here. The work may be evaluated/disseminated by the practitioners/academics by presenting it at some forum such as seminar/conference presentations, conference/journal publications and etc.

Constraints:

Mention the possible constraints that your Group preview to face on the course of the project. These constraints will help in defining logical and achievable targets.

Resources Required:

The resources your group previews as a requirement for project completion, e.g. IBA Library Resources, IBA Computer Lab, specific software package etc.

Budget (*required in case of client initiated projects*)

According to your estimates, place in the following table the tentative expense heads that will be incurred during the course of the project. This should be discussed with the client. Group needs to submit receipts of expense which will be either reimbursed monthly or at the end of the project by the client. Any deviations and actual costs will be provided with the final report.

Sr. #	Cost head	Amount	Cost factor
1	Travelling	Rs.	<i>Depending on price of petrol</i>
2	Printing /Binding	Rs.	<i>Depending on market rate</i>
3	Petty Cash	Rs.	<i>Unaccounted circumstances</i>
	TOTAL	Rs.	

Project Timeline:

A Gantt chart is required to be placed here with as much clarity /detail as possible.

Major Activities and Milestones																
Activities\Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<i>Activity 01</i>																
<i>Activity 02</i>																
<i>Activity 03</i>																
<i>Activity 04</i>																
<i>Activity 05</i>																

References:

APA referencing style should be followed for all. Place the material (books, journal articles, case-studies, reports, manuals, standards, laws, acts, web-pages etc.) you have referred and /or your group will refer on the course of the project.

Thursday, July 09, 2015

Name
Designation
Company
Address
Phone

Subject: **Invitation for PGD-SCM Capstone Project**

Dear Sir/Madam,

IBA would like to invite your company to engage one of our student groups in a supply chain relevant project with your organization. IBA students, in second semester of Post Graduate Diploma in Supply Chain Management (PGD-SCM) Program, undertake a supply chain management consulting assignment called the **PGD-SCM Capstone Project**. The student group will: conduct secondary and primary research; analyze issues that you want investigated; and find cost effective implementable solutions. These students have extensive practical experience along with rigorous theoretical /conceptual knowledge of managing supply chains, which makes them ideal candidates.

The areas in which our students are interested in doing projects, include:

- *Sourcing /Purchasing /Procurement /Upstream Issues*
- *Operations /Production Issues*
- *Logistics /Transportation /Warehousing /Downstream Issues*
- *Supply Chain Integration /Risk /Sustainability /Modeling*
- *Supply Chain Performance Measurement etc.*

However, we will welcome other relevant projects or problems that your organization requires: in-depth analysis including suggestions for improvements or tools' implementations. These projects will be conducted under close supervision of IBA Faculty.

If you would like our students to work on a project in your organization, then please contact the undersigned with a brief description of your requirements and scope of the project. Please also share the contact information of the person who will be dealing about the project. Student groups whose interests match project requirements will then contact him /her directly. Please accept the gratitude for the valuable input provided for developing future supply chain leaders.

Dr. Rameez Khalid

Program Director PGD-SCM
Assistant Professor, Management Dept.,
IBA, University Rd, 75270 Karachi
rameezkhalid@iba.edu.pk

PGD-SCM PROJECT LIFECYCLE

Action Plan:

S. No.	Description
1	Participants make Project Group (≤ 6 members); Prepare 2 Project TORs
2	Submission of 2 different TORs with their Cover Letters to PGD-SCM Program Office
3	Project Evaluation Committee Finalized; TOR Presentations & Finalization
4	Project Work Phase-I
5	Interim Project Report Preparation
6	Interim Project Presentations & Progress Report by Advisor
7	Project Work Phase-II
8	Final Project Report Preparation
9	Submission of one (01) spiral binded copy of the Final Project Report for Evaluation
10	Final Project Defence (Presentation Exam)
11	Submission of three (03) Green Hard binded copies of the Final Project Report & 01 DVD

SRPING Semester (for Summer Intake)						
Nov	Dec	Jan	Feb	Mar	Apr	May
Planned						
	Planned					
Actual	Planned	Actual	Actual	Actual	Actual	Actual
	Planned	Planned	Planned			
			Planned			
Actual	Actual	Actual	Planned	Actual	Actual	Actual
			Planned	Planned	Planned	
					Planned	
Actual	Actual	Actual	Actual	Actual	Actual	Planned
						Planned

FALL Semester (for Spring Intake)						
Jul	Aug	Sep	Oct	Nov	Dec	Jan
Planned						
	Planned					
Actual	Planned	Actual	Actual	Actual	Actual	Actual
	Planned	Planned	Planned			
			Planned			
Actual	Actual	Actual	Planned	Actual	Actual	Actual
			Planned	Planned	Planned	
					Planned	
Actual	Actual	Actual	Actual	Actual	Actual	Planned
						Planned

Legend:

Planned

Actual

Note: This Lifecycle is for guideline purposes.

PS: PGD-SCM Program-Office can club the TOR Presentation of Summer Intake with Final Project Presentation of Spring Intake in December

**PGD-SCM CAPSTONE PROJECT
SUPERVISION LOG**

Project Title: _____

Group Number: _____ **Project Advisor:** _____

S. No.	Date	Start Time (Duration)	Discussion/Targets	Signature of Supervisor
01			Always set due date for each Target assigned by Advisor	Kindly Sign with Date
02	Always set next meeting date		Always discuss the attainment of Targets, set in previous meeting (Delete all text in red-font)	
03				
04				
05				

Note: Copy of this Log should be submitted with Interim Project Report. Originals should be binded (as part of Appendix) with Final Project Report submitted for PGD-SCM Program-Office.



PGD - SCM



Topic of the Project

PGD-SCM Project 2015

Topic of the Project

Team Members

Name	ERP ID.
Name	ERP ID.
Name	ERP ID.
Name	ERP ID.
Name	ERP ID.

Project Advisor
Name

2015



Institute of Business Administration
Karachi

Author Name

Insert maximum 30 words bio here e.g.: He/She is Manager Procurement in XYZ Company in Karachi, Pakistan. His/Her interests are: Supplier Risk Management and Quality Engineering. He/She is a CSCP. [email address]

Author Name

Insert maximum 30 words bio here e.g.: He/She is Manager Procurement in XYZ Company in Karachi, Pakistan. His/Her interests are: Supplier Risk Management and Quality Engineering. He/She is a CSCP. [email address]

Author Name

Insert maximum 30 words bio here e.g.: He/She is Manager Procurement in XYZ Company in Karachi, Pakistan. His/Her interests are: Supplier Risk Management and Quality Engineering. He/She is a CSCP. [email address]

Author Name

Insert maximum 30 words bio here e.g.: He/She is Manager Procurement in XYZ Company in Karachi, Pakistan. His/Her interests are: Supplier Risk Management and Quality Engineering. He/She is a CSCP. [email address]

Author Name

Insert maximum 30 words bio here e.g.: He/She is Manager Procurement in XYZ Company in Karachi, Pakistan. His/Her interests are: Supplier Risk Management and Quality Engineering. He/She is a CSCP. [email address]



PGD - SCM

Topic of the Project

2015



PGD-SCM Project 2015

Topic of the Project

Team Members

Name ERP ID.
Name ERP ID.
Name ERP ID.
Name ERP ID.
Name ERP ID.

Project Advisor
Name

Institute of Business Administration
Karachi

Project's Full Title

by
Group Member's Full Name in alphabetical order (ERP ID),
Group Member's Full Name (ERP ID),
Group Member's Full Name (ERP ID),
Group Member's Full Name (ERP ID) and
Group Member's Full Name (ERP ID)

A Project Report submitted for the
PRJ-701 as partial fulfillment of the requirements for
Post-Graduate Diploma in Supply Chain Management
at the Center for Executive Education, IBA Karachi

Karachi, Pakistan
June 2016

SPECIAL CIRCUMSTANCES

This section is optional. If there are any special circumstances, disclose them here. For example, if the report is based on data also used in a previously published report (e.g. "a longitudinal study"), state that information in this paragraph. If any relationships may be perceived as a conflict of interest, explain them here. If your employer or client requires a disclaimer stating, for example, that the study reported does not reflect the views of that organization, such a statement is included in this paragraph.

ACKNOWLEDGEMENTS

Acknowledgements are optional. However, list here those individuals who provided help during the project work (e.g., supervising, logistics support, grants, financial support, occasional advising, software support, providing language help, writing assistance or proof reading the report, etc.).

ABSTRACT

Abstract of the project work should be in the range of 150-250 words. Do not indent the abstract paragraph. A concise and factual abstract is required. The abstract should state briefly the purpose (objective /hypothesis) of the study, research method, the principal results and major conclusions. An abstract is often presented separately from the report, so it must be able to stand alone. For this reason, References are not usually referred in abstract. Also, non-standard or uncommon abbreviations should be avoided, but if essential they must be defined at their first mention in the abstract itself. Abstract is written, when one has finished writing the whole report. Immediately after the abstract, provide a maximum of 6 keywords avoiding general and plural terms and multiple concepts (avoid, for example, 'and', 'of' in the keywords). Only abbreviations firmly established in the field may be eligible for keywords. By embedding keywords in your abstract, you enhance any user's ability to find your report easily.

Keywords: abc; def; ghi; xyz

EXECUTIVE SUMMARY

Executive summary is a summarized format of the report. It should stand alone from your report and written with an Executive (as an audience) in mind. Executives usually do not have enough time to read the whole detailed report and they prefer to read a concise summary of the report instead. Therefore, it should be independent of the report and cover all important elements of the report such as purpose, problem statement, objectives, methodology, major results /findings, brief discussion and recommendations. It is of utmost importance that you give ample time to this section.

TABLE OF CONTENTS

SPECIAL CIRCUMSTANCES..... 2

ACKNOWLEDGEMENTS 3

ABSTRACT 4

EXECUTIVE SUMMARY..... 5

TABLE OF CONTENTS 6

LIST OF TABLES..... 7

LIST OF FIGURES..... 8

CHAPTER-1: INTRODUCTION..... 9

 Font and Font Sizes 9

 Chapters and Headings..... 9

 Page, Margins and Spacing..... 10

 Page..... 10

 Margins and Spacing 10

 Paragraphs and Indentation..... 10

 Tables 10

 Figures and Appendices..... 11

CHAPTER-2: LITERATURE REVIEW 12

 Plagiarism..... 12

 Citation..... 12

CHAPTER-3: METHODOLOGY 14

CHAPTER-4: INDUSTRY BACKGROUND..... 15

CHAPTER-5: RESULTS..... 16

CHAPTER-6: DISCUSSION AND RECOMMENDATIONS..... 17

CHAPTER-7: CONCLUSIONS AND FURTHER STUDY 18

REFERENCES 19

 Journal Articles 19

 Books..... 19

 Book by a Corporate Author..... 19

 Newspaper Articles 19

 Magazine Articles 20

 Web Site /Page..... 20

 Technical and Research Reports 20

APPENDIX 21

 APPENDIX-A: PGD-SCM Project Supervision Log 22

LIST OF TABLES

LIST OF FIGURES

CHAPTER-1: INTRODUCTION

The official style for PGD-SCM Project Report is the 6th edition of *Publication Manual of the American Psychological Association (APA)*. Program Office follows this style overall, however there are some minor exceptions. Points that the author(s) wants to emphasize can be italicized (do not use bold or quotes), as in this paragraph. In general, use italics infrequently.

Introduction chapter briefly discusses three (03) main areas: (a) what is *known* around the chosen topic; (b) what is *unknown* (gaps) around the chosen topic; and (c) among those gaps, which gaps (*objectives*) your study /work will fill?

Introduction should have the following or similar headings: Context; Problem Statement; Objectives /Hypothesis; and Study Outline. Introduction should be written in such a way that the reader appreciates the criticality of the problem and becomes interested in continuing reading.

While writing, important aspects are: tone; word choice; precision; and strategies to improve your writing style. For example, it is acceptable in APA style to refer to yourself using “I” if you are the sole author and to refer to yourself and your coauthors as “we.” Read your report aloud to catch mistakes or awkward wording. It is also a good idea to have someone proofread your report.

Font and Font Sizes

Font should be *Times New Roman*. Font size for: Text should be 12 points; Main Headings should be 14 points; Sub-heading should be 12 points; and Table should be 10 points.

Chapters and Headings

All chapter headings should be capitalized, bold and centered. All chapters should have at least three pages (exception is chapter 7). New chapter should start on new page.

According to APA guidelines, headings have the following levels. In text, participants should follow these levels i.e. for Title, Section, and Sub-section etc.

Table 1

Table Title

Level	Format
1	Centered, Boldface, Uppercase and Lowercase Heading ^a
2	Flush Left, Boldface, Uppercase and Lowercase Heading
3	Indented, boldface, lowercase paragraph heading ending with a period. ^b
4	<i>Indented, boldface, italicized, lowercase paragraph heading ending with a period.</i>
5	<i>Indented, italicized, lowercase paragraph heading ending with a period.</i>

^aThis type of capitalization is also referred to as title case.

^bIn a lowercase paragraph heading, the first letter of the first word is uppercase and the remaining words are lowercase.

Page, Margins ~~&~~ and Spacing

Page. Use standard-sized paper of 8.5"×11" (Letter size). Do not justify text rather align text flush left (except the title page).

Margins and Spacing. Margins should be 1.5" on left and 1" on top, right and bottom edges. Double space everything (except the title page). Do not use ampersand (&) in place of *and*, as this report is a formal text (therefore & is crossed in heading for this section).

Paragraphs and Indentation

Indent the first line of every paragraph. For consistency, use the tab key, which should be set at five to seven spaces, or 0.5". Type the remaining lines of the manuscript to a uniform left-hand margin.

The only exceptions to these requirements are (a) the abstract, (b) block quotations, (c) titles and headings, (d) table titles and notes, and (e) figure captions.

Tables

Limit the content in your tables to essential material. Tables should be integral to the text but should be designed so that they can be understood in isolation. Table layout should be logical and easily grasped by the reader. Always refer to a table in your text i.e. there should not be any

table that is not referred in the text. Do not write *the table above* (or below) or *the table on page 32* (because the position and page number of a table cannot be determined definitely until the report is finalized); instead use e.g. Table 12. Consider combining tables that repeat data.

Font for the table can be Arial. Notes under the table can be used for conveying additional information or repetitive information. Always mention sources (reference) for any material placed in table that was extracted from external sources. Table number and title are placed above the table as shown in Table 1. Spacing should be single unless it hampers clarity.

Figures and Appendices

Through figures (Graphs, Charts, Maps, Drawings and Photographs) show only essential facts and avoid any visually distracting detail. Make sure lines are smooth and sharp. Font is simple and legible. Figures with watermarks are not allowed. Images with copyright violations are not allowed. Always mention sources (reference) for any figure that was extracted from external sources. Properly use legends in graphs to make them more understandable. Prepare your figures well, such as: photographs usually benefit from cropping (i.e., eliminating what is not needed). Cropping recomposes the photo, eliminates extraneous detail, and centers the image. Before cropping, ensure that the image is straight (e.g., that vertical lines are truly vertical); use your software application to align the image if necessary.

The caption serves both as an explanation of the figure and as a figure title. The captions should be a brief but a descriptive phrase. Captions are placed below the figure. Figures and Appendices should be single spaced unless this hampers clarity. Each appendix should begin on a new page.

CHAPTER-2: LITERATURE REVIEW

This chapter presents the literature reviewed as part of secondary research around the chosen topic of project. It describes: what is known and what is unknown; as these aspects have already been discussed in various sources of literature. Various authors in articles and books define the unknowns as future areas of study.

It is seen that participants write this chapter in terms of floating paragraphs i.e. these paragraphs are not linked to each other rather they are like islands. It is mandatory to link these islands in such a way that a logical sequence can be developed to build continuity in the presented concepts.

Plagiarism

Plagiarism is: using someone else's work and submitting it as your own; failing to give appropriate acknowledgement when directly quoting or paraphrasing another; or presenting another's line of thinking without giving credit. Do not repeat the author's key words or sentence structure when paraphrasing (Page or paragraph numbers should also be included when paraphrasing to help your reader locate the material you used in the original source). Commonly-known or understood material, such as a scientific truth or historical dates, do not have to be documented, nor do proverbs, sayings, and clichés. Do not copy-paste anything in your report. Program Office will check the final report for plagiarism and HEC Pakistan has defined *less than 20%* as the acceptable limit for similarity.

Citation

Properly cite references in your project report. Referencing capability of MS Word should be used for citing references and APA referencing style should be followed. It is

important to cite at least 25 references (journal articles, books, reports etc.) preferably authentic and recent journal articles.

APA format describes the following pattern for citing references: (a) in the flow of the text: surname (year); (b) at the end of the text: (surname, year). When a work has two authors, cite both names every time the reference occurs in text. When a work has three, four, or five authors, cite all authors the first time the reference occurs; in subsequent citations, include only the surname of the first author followed by *et al.* (not italicized and with a period after *al*) and the year if it is the first citation of the reference within a paragraph. For more details about APA referencing style, refer to Table 2.

Table 2

Basic APA Citation Styles

Type of citation	First citation in text	Subsequent citations in text	Parenthetical format, first citation in text	Parenthetical format, subsequent citations in text
One work by one author	Walker (2007)	Walker (2007)	(Walker, 2007)	(Walker, 2007)
One work by two authors	Walker and Allen (2004)	Walker and Allen (2004)	(Walker & Allen, 2004)	(Walker & Allen, 2004)
One work by three authors	Bradley, Ramirez, and Soo (1999)	Bradley et al. (1999)	(Bradley, Ramirez, & Soo, 1999)	(Bradley et al., 1999)
One work by four authors	Bradley, Ramirez, Soo, and Walsh (2006)	Bradley et al. (2006)	(Bradley, Ramirez, Soo, & Walsh, 2006)	(Bradley et al., 2006)
One work by five authors	Walker, Allen, Bradley, Ramirez, and Soo (2008)	Walker et al. (2008)	(Walker, Allen, Bradley, Ramirez, & Soo, 2008)	(Walker et al., 2008)
One work by six or more authors	Wasserstein et al. (2005)	Wasserstein et al. (2005)	(Wasserstein et al., 2005)	(Wasserstein et al., 2005)
Groups (readily identified through abbreviation) as authors	National Institute of Mental Health (NIMH, 2003)	NIMH (2003)	(National Institute of Mental Health [NIMH], 2003)	(NIMH, 2003)
Groups (no abbreviation) as authors	University of Pittsburgh (2005)	University of Pittsburgh (2005)	(University of Pittsburgh, 2005)	(University of Pittsburgh, 2005)

CHAPTER-3: METHODOLOGY

Here, we discuss what methodology we will employ to achieve the objectives of PGD-SCM Project. Here the Project Group may discuss what kind of data they will be dealing with such as Qualitative /Quantitative /Hybrid, along with the discussion of how this data will be collected i.e. by experiments, surveys or interviews (primary or secondary data). In case of survey, prospective sample size should be provided. Also, it is beneficial to show how the data /results will be validated i.e. ‘Triangulation’. See ‘PGD-SCM Final Project Report Completion Form’ for more description of the research methodology and methods.

Discuss further about the statistical techniques employed and the reason for choosing a particular technique. It means a discussion around descriptive statistics and inferential statistics has to be presented here. If there was a need for inferential statistics in the project work and still it was avoided then this will reflect poorly while grading by Evaluation Committee. Also, other tools, methods, approaches and techniques employed relevant to your project should be briefly discussed here along with the reasons for their choice.

It is better to write this chapter while the Project Group is carrying out the work; it is easy to write in this manner. Afterwards, participants may forget the details of their step by step research methodology and methods, which would have been valuable information.

CHAPTER-4: INDUSTRY BACKGROUND

Here, information regarding the case company will be placed, with a brief introduction of the company such as its major: products, processes, equipment, achievements, locations and expertise etc. No. of employees, revenues, market-share and plans for near or far future can also be mentioned here. Strengths and weaknesses in existing supply chain practices can also be discussed here. Some details about the company's corporate culture and internal challenges can be presented here. The discussion can be extended for why the company is interested or compelled to carry out this project.

Discussion around the industry to which the company belong will then be presented here. Its salient features, such as: size, competition, growth or declining trends, challenges, and edge etc.

In this chapter, it is vital to have a careful writing style i.e. choice of words and tone. As this is about a company, we try to discuss around two points: (a) what is going well or what this company is doing exceptional; (b) what can be improved (and this project that you have undertaken is a manifestation of the spirit of improvement in the company).

CHAPTER-5: RESULTS

This chapter is probably among the *first chapters that you write* in your report. Here descriptive statistics is presented. Use a consistent form of charts and graphs i.e. avoid mixing too many types of charts. Also, do not over do with these charts and graphs by presenting same data in different ways. This chapter should be limited to five pages.

If the project was about implementing certain tools, then you can discuss here about: what are the results /benefits after this implementation; and any KPI (Key Performance Indicator) used to gage the difference between as-is and to-be.

After descriptive, results of inferential statistics (e.g. hypothesis testing) is presented here, however the in-depth discussion and interpretations can be delayed to present it in the next chapter. Place the data (if appropriate), on which the descriptive statistics presented in this chapter is based, in the Appendix.

CHAPTER-6: DISCUSSION AND RECOMMENDATIONS

This chapter is the *heart* of a project report, as here the participants provide the significance of their work by inferring various salient results from the data gathered. It can further be discussed that how these findings are in line with some earlier relevant projects (in literature review). Detailed discussion should be carried out around those findings which are interesting or surprising. All effort should be put in to discuss the findings from various perspectives and answering for why something happened. Also, discuss here about the implications of this work and its findings on future course of the company or the industrial environment as a whole. *Substantial time should be devoted to write this chapter with rigor.*

Recommendations are then presented, which are all linked with the findings i.e. recommendations should not be independent of the findings. Generic recommendations are not acceptable rather recommendations should be linked with findings and should be actionable and workable. Practicality of a recommendation is an important feature, therefore put in effort to search for secondary sources where such a recommendation has worked previously (e.g. in similar environment in Bangladesh, this solution has worked therefore we suggest to implement xyz). However, always cite the reference for any secondary source used. Recommendations can be classified for the reader who may be interested in implementation, such as: short-term; long-term; strategic; tactical; operational; urgent etc.

CHAPTER-7: CONCLUSIONS AND FURTHER STUDY

Exceptionally, this chapter should have at least two pages. Areas of further study should be highlighted here. The limitations of your study /project can be discussed here which provide ideas for future areas of research (e.g. our work is restricted to Karachi's KIA – Korangi Industrial Area – and we suggest that another wider study can be carried out for whole of Karachi's industrial zones). Always run spell check and grammatical error check on your report by using this functionality in MS Word.

REFERENCES

At least 25 authentic references should be listed here. Wikipedia is no reference. All sources used in your report are listed in alphabetical order and are double-spaced with hanging indentation. Make sure that all references are complete in their information, as the purpose of references is to assist the reader to find the cited document. Therefore, if any reference is not complete then the reader will find difficulty while searching for the document you have referred in your work. Some examples, for citing a particular category of references, follow.

Journal Articles

Kay, A. C., Gaucher, D., Peach, J. M., Laurin, K., Friesen, J., Zanna, M. P., & Spencer, S. J. (2009). Inequality, discrimination, and the power of the status quo: Direct evidence for a motivation to see the way things are as the way they should be. *Journal of Personality and Social Psychology*, 97, 421-434. doi: 10.1037/a0015997

Books

Booth, W. C., Colomb, G. G., & Williams, J. M. (2003). *The craft of research* (2nd ed.). Chicago, IL: University of Chicago Press.

Book by a Corporate Author

A corporate author can be an association, a committee, or any group whose members are not identified individually. When the author and the publisher are the same, use the word *Author* as the name of the publisher.

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author.

Newspaper Articles

Print

Hafner, K. (2009, May 26). Texting may be taking a toll. *The New York Times*, p. D1.

Online from the paper's website

Hafner, K. (2009, May 25). Texting may be taking a toll. *The New York Times*. Retrieved from

<http://www.nytimes.com>

Magazine Articles

Hemp, P. (2009, September). Death by information overload. *Harvard Business Review*, 87(9), 83-89.

Web Site /Page

Landis, B. (1996). Carlisle Indian Industrial School history. Retrieved September 10, 2009, from

<http://home.epix.net/~landis/histry.html>

When discussing an entire web site, an entry does not appear in the reference list, but is cited within text as shown in the following sample sentence:

The International Council of Museums web site provides many links to museums, codes of ethics, and the museum profession (<http://www.icom.org/>).

Technical and Research Reports

American Psychological Association, Task Force on Evidence-Based Practice with Children and

Adolescents. (2008). *Disseminating evidence-based practice for children and adolescents: A systems approach to enhancing care*. Retrieved from

<http://www.apa.org/pi/cyf/evidence.html>

APPENDIX

APPENDIX-A: PGD-SCM Project Supervision Log

Group No.: _____ **Supervisor:** _____

Project Title: _____

Steps	Project Report Contents	Description
1	Executive Summary	Check Mark (double-click), if Written for SENIOR EXECUTIVES in mind: <input type="checkbox"/>
2	Purpose/ Objectives /Hypothesis /Questions Answered	Type here BRIEFLY about (which are applicable) (Delete all text in red-font and place your text instead in black-font): <ul style="list-style-type: none"> • Objectives of your project • Hypothesis • Questions Answered etc.
3	Keywords (At least 5; At most 10)	Type here in BULLETS the Keywords of your Project (e.g. ‘Health Safety Practices in Oil & Gas in Lahore’ related project): <ol style="list-style-type: none"> i. Health Safety & Environment ii. HSE iii. ISO 18000 iv. OSHA v. Ergonomics vi. NIBOSH vii. Oil and Gas Sector viii. Lahore
4	Research Methodology & Justification	Type here in BRIEF BULLETS about your employed Research Methodology: <ul style="list-style-type: none"> • Qualitative Research <u>or</u> • Quantitative Research <u>or</u> • Mixed Research Method, etc. • Justification of this choice
5	Research Methods /Tools /Approaches & Justification	Type here in BRIEF BULLETS about your employed Research Methods /Tools /Approaches: <ul style="list-style-type: none"> • Questionnaire <u>and/or</u> • Interview (Structured/Semi-Structured/Unstructured) <u>and/or</u> • Focus Group <u>and/or</u> • Case Based Research <u>and/or</u> • Action Research <u>and/or</u> • Grounded Theory <u>and/or</u> • Experimentation, etc. • Justification of the above choice
6	Secondary Research (All this referred material shall be part of ‘References’ chapter of PGD-SCM Project Report)	Type the sources of secondary research that you have referred in your project, along with their quantity, e.g.: <ul style="list-style-type: none"> • Authentic Journal Articles: Mention the number referred (Access them while you are at IBA (city or main campus) as many articles are free through IBA) • Books: Mentioned the number referred • Magazine /Newspaper Article: Mention the number referred (Wikipedia is no reference) • International Standards/Reports: Mention the number referred • Authentic Web Pages: Mention the number referred (such as renowned associations’ websites) • Organization-specific Reports/Manuals/SOPs: Mention the number referred etc.

7	Primary Research	<p>Type the BRIEF DETAILS of primary research that you have carried-out in your project, e.g:</p> <ul style="list-style-type: none"> • Sample Size: No. of Respondents <u>and/or</u> • Respondents' Profile: Relevant information, e.g.: all respondents had credit cards; 20% were Graduates and 80% were Under Graduates; 50% were males and 50% were females; all respondents have worked for IT sector with at least 5 yrs experience etc. <u>and/or</u> • Types of Variables: especially in Questionnaire, e.g: dichotomous; nominal; ordinal (e.g. likert etc.); interval etc. • Steps: mention brief steps procedure followed, in case of implementation of a number of tools or experimental research
8	Key Results & Findings	<p>Type here in BRIEF BULLETS about key results & findings:</p> <ol style="list-style-type: none"> 1. XYZ 2. ABC 3. Write about the results of descriptive statistics <u>and/or</u> 4. Write about the findings from inferential statistics etc.
9	Recommendations linked to Findings	<p>Type here in BRIEF BULLETS about your Recommendations:</p> <ol style="list-style-type: none"> A. Make sure these recommendations are linked with the key results and findings (better to produce a linkage e.g.: Recommendation No. B is produced for Result/Finding No. 3 and 5) B. Avoid generic recommendations C. Are the recommendations right-away EMPLOYABLE?, i.e. can any Executive (facing similar problem) right-away apply your recommendations? D. Is it beneficial to classify the recommendations for short-term and long-term?
10	Value /Implications to Local and/or Global Issues	<p>Type here in BRIEF BULLETS about key value /implications of your work to local and/or Global issues:</p> <ul style="list-style-type: none"> • Innovative ideas added to existing knowledge base • ABC
11	Directions for further Future Work	<p>Type here in BRIEF BULLETS about ideas for further study around your project:</p> <ul style="list-style-type: none"> • Here, you can also identify gaps in your work that are candidate for further work • ABC
12	Re-Check Your Report	<p>We rechecked our PGD-SCM Project Report in light of this form (this form cannot exceed 2 pages) and both are in-compliance with each other: <input type="checkbox"/> Dated: DD/MM/YY</p>
13	Similarity (For official use)	

Title of Project

Member's Name	ERP ID
Member's Name	ERP ID
Member's Name	ERP ID
Member's Name	ERP ID
Member's Name	ERP ID

Supervisor:

July 9, 2015

Presentation Plan

- ▶ In all, Maximum twenty-five (25) slides are allowed.
- ▶ On the title slide, place Group Members' Names in sequence of presentation
- ▶ Presentation Plan is mandatory to present.
- ▶ All slides should have a footer with 'Slide No.', 'Group No. - Project Short Title' and 'Date'.
- ▶ Practice well to complete your presentation in thirty (30) minutes.
- ▶ Ten (10) minutes will then be provided for Question & Answer.

Background

- ▶ Quickly discuss the background or context of your Project, such as: Company Intro. and Industry Intro.
- ▶ Don't spend too much time on Background

Methodology

- ▶ Place methodology used to complete the project on this slide.

Group No. - Project Short Title

9-Jul-15

4

Secondary Research

- ▶ Make sure that the font sizes are readable.
- ▶ Make sure that figures and images used are sharp, legible and are not copyrighted (don't have any watermark).
- ▶ Make sure that font sizes in tables are legible.
- ▶ Do not put too much text on the slides.
- ▶ Do not over-do with Animations & Transitions.

Primary Research

- ▶ On 'Thank You' slide, more logos (if required) can be placed adjacent to IBA's and CEE's logo for acknowledgment.

Group No. - Project Short Title

9-Jul-15

6



Results & Discussion

- ▶ Most important areas to discuss are the results of your project and a detailed discussion on this.
- ▶ Employ Inferential Statistics wherever applicable

Recommendations

- ▶ Recommendations should be linked to the findings of the project.

Statement of Contribution

- ▶ What has this work contributed?
- ▶ Where it has contributed?
- ▶ Example: Case-Study or Research-Paper published or submitted to XYZ Journal /Conference
- ▶ Example: Savings generated through your project
- ▶ Example: Newspaper Article or dissemination through other media

Thank You!

Acknowledgments
Question & Answer?

List of References

- ▶ Proper referencing is required for any Text or Image or Table copied/borrowed from anywhere.
- ▶ Place references for 10 important references on this slide
- ▶ References, if required to be placed on other slides, can be placed in this form: (Last name of 1st Author, Year of Publication).

Group No.:	Project-Advisor:	
Project Title:		
TOR (Optional) <input type="checkbox"/>	Interim <input type="checkbox"/>	Final <input type="checkbox"/>

Criteria	Grading				
Presentation (Scale: <u>W</u> eak; <u>F</u> air; <u>A</u> verage; <u>G</u> ood; <u>E</u> xcellent)	ERP ID of Project Group Members				
1. Presents concepts with CLARITY (Careful & Precise in Subject Knowledge)					
2. Has SELF-CONFIDENCE (Eye-Contact & Body Language)					
3. English FLUENCY (Speaks Clearly)					
Report (Place ✓ in the appropriate column)	Grading Scale				
	Weak	Fair	Average	Good	Excellent
4a. Problem CONCEPTUALIZATION (Appropriate: Objectives; Hypothesis)					
4b. RESEARCH METHODOLOGY (Appropriate: Methods; Steps; Design)					
5. SECONDARY RESEARCH (Ample & Authentic Resources Referred)					
6. PRIMARY RESEARCH (Proper: Survey; Interview; Implementation; Experiment)					
7. RESULTS & DISCUSSION (Descriptive & Inferential Statistics; Analysis)					
8. RECOMMENDATIONS (Linked with Results & Practical)					
9. INNOVATIVE Thinking (Creativity)					
10. Report WRITING-SKILL (Structure; Narrative; Story-telling; APA)					

Comments / Recommendations		
Project Advisor	Signature	Evaluation Date:
Program-Director (PGD-SCM)	Signature	<i>All corrections done as recommended</i> <i>(for official use: sign, name & date; only required for Final Report):</i>
Independent Examiner	Signature	

Percentage	Grade	GPA
93-100	A	4.00
87-92	A-	3.67
82-86	B+	3.33
77-81	B	3.00
72-76	B-	2.67
68-71	C+	2.33
64-67	C	2.00
60-63	C-	1.67
Below 60	F=Failed	0.00

Consent to Publish

Title of Case study:

Author(s):

I hereby confirm that I have reviewed the above-entitled case study in full and on behalf of the organisation in question, I provide my full permission for the case to be published in its entirety for the life of the work in all languages and all formats by IBA or to whom IBA submits this case for Publishing for commercial distribution.

By signing this form, I warrant that I am authorized to grant full permission.

Name:

Position:

Organization:

Address:

Email:

Signature with Date:

For official use:

Date Reviewed:	Signature:
----------------	------------