

Document #:	IBA/CEE/PGD-Programs-Project-00	Issue #: 01
Title:	PGD-Programs- Project Handbook	

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



**PGD PROJECT
(PRJ-501)**

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REVISION NO.:	03			
DATE OF ISSUE:	1-August-2019			

**This document is developed by Program Director Post Graduate Diploma & Director CEE (PGD-Programs), and it is meant only for internal /departmental use.*

1. SUBJECT

Post Graduate Diploma (PGD) Project Handbook.

2. PURPOSE AND OBJECTIVE

PGD Project is an integral part of the PGD program conducted at CEE, IBA Karachi, as it is capstone in nature. A group of 4-6 participants undertake a management consulting assignment in real life business environment related to managerial and organizational problems under specific field. It is where they apply the concepts studied in class.

PGD 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 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 April 2021.

4. PGDPROJECT APPLICATION

4.1 PGD Participants shall make Project Groups with 4-6 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 Project. PGD 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 relevant issues (see ‘PGD Project Invitation Letter’).

4.3 CEE, IBA Karachi will charge a course fee 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 (CEE, IBA Karachi) around their preferred topic in PGD Programs. (PGD 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 Program-Office.

- 4.6 The project scope should necessarily stick to one or more of the elements of the Program.
- 4.7 Two (02) different project proposals or “Terms of Reference” (see ‘PGD 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 Project Cover Letter’). These shall be submitted to PGD Program-Office by the prescribed week (see ‘PGD 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 Program-Office shall assign a Group Number on the cover letter submitted.
- 4.8.1 Group Number will follow the form: “G#XX-BB-SCM/HRM/PMG/HCMYY”, where ‘XX’ is Number, ‘BB’ is Batch and ‘YY’ is Year (i.e. for Group-1 of Batch-1 and 2021, it will be: G#01-01-SCM/HRM/PMG/HCM21)

5. GENERAL SCHEME OF STUDIES

- 5.1 PGD Project worth three (03) credit hours for which participants shall maintain the details of each interaction with their advisors (see ‘PGD Project Supervision Log’).
- 5.2 Minimum period for PGD 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 Program-Office.
- 5.3 Maximum 3 attempts, for carrying out PGD Projects, are allowed within a participant’s remaining PGD Program duration.
- 5.4 Within 15 days of TOR submission, TORs will be discussed with (PGD Program-Office’s established) Evaluation Committee.
- 5.5 Updated /Final TOR shall be submitted to PGD Program-Office and Advisor (if assigned by that time) within one (01) week of the TOR finalization.

6. RESPONSIBILITIES

6.1 PGD PROJECT EVALUATION COMMITTEE

- 6.1.1 Shall be chaired by Director CEE /Lead Faculty
- 6.1.2 Shall comprise of at least three (03) high-level stake holders (see ‘Exhibit1’). It will be developed by the PGD Program-Office for each project cycle (see ‘PGD 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 twice (02) 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.

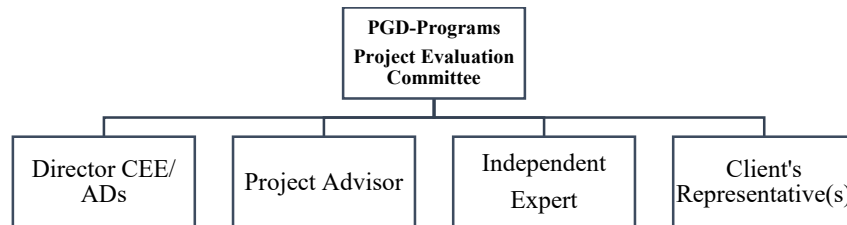


Exhibit 1: Possible Composition of PGD Project Evaluation Committee

6.2 PGDPROGRAM-OFFICE & PROGRAM DIRECTOR

- 6.2.1 Shall be responsible for managing and providing support in every step of the Project Lifecycle (see ‘PGD 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 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 Project Supervision Log’).
- 6.3.7 Shall attend TOR (if he /she has been assigned by that time) discussion, 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 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 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 Project Report’).
- 7.4 Presentation Slides for ‘Interim Project Presentations’ shall be required in the prescribed format (see ‘PGD 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 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 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 Program-Office, which the Project Group shall be required to defend in ‘Final Project Presentation Exam’ on a prescribed date (see ‘PGD Project Lifecycle’). One copy will be retained by PGD 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 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 Program-Office shall validate the changes suggested by the committee.

9. DELIVERABLES & GRADING POLICY

9.1 During the course of PGD 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
1. Cover Letter submission	Graded	5%	Time Compliance	30%
2. TOR submission	Graded		Form Compliance	70%
3. Interim Progress Update	Graded	35%	Interim Presentation	-
			Interim Report	100%

4. Final Progress Update	Graded	60%	Final Presentation	40%
			Final Report	60%
5. Peer/Advisor Feedback	Ungraded	0%	Peer/Mentoring File	-

- 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 (40%) and an Independent Examiner (20%) – assigned by Program-Office. Where Program Director is 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 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 Project Grading Criteria Grid’). All compilation of results shall be carried out by the PGD 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 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 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 Program-Office. For SCM each copy is required to be submitted in a Green Colour hard bind form with Golden Text (see

‘PGD Project Report Cover’). For HRM each copy is required to be submitted in a Blue Colour hard bind form with Golden Text (see ‘PGD Project Report Cover’).

11.2 One (01) copy shall be retained for the PGD 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 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 Project Cover Letter	IBA/CEE/ (Program title)-Pjt/Cover-00
2. PGD Project TOR	IBA/CEE// (Program title) --Pjt/TOR-00
3. PGD Project Invitation Letter	IBA/CEE// (Program title) --Pjt/Cover-00
4. PGD Project Lifecycle	IBA/CEE// (Program title) Pjt/Lifecycle-00
5. PGD Project Supervision Log	IBA/CEE/SC/ (Program title)-M-Pjt/Log-00
6. PGD Project Report (with Cover)	IBA/CEE// (Program title)--Pjt/Report-00
7. PGD Final Project Report Completion Form	IBA/CEE// (Program title) --Pjt/ReportCheck-00
8. PGD Project Presentation	IBA/CEE// (Program title) --Pjt/Presentation-00
9. PGD Project Presentations’ Procedure	IBA/CEE// (Program title) --Pjt/PresentCheck-00
10. PGD Project Grading Criteria Grid	IBA/CEE// (Program title) --Pjt/GradingGrid-00
11. IBA Consent to Publish Form	IBA/CEE// (Program title) --Pjt/Consent-00

13. LIST OF ABBREVIATIONS:

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