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Title:	PGD-SCM Project Handbook	

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



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

	NAME	DESIGNATION	SIGNATURE	DATE
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**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, TORs will be discussed with (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 TOR finalization.

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 three (03) 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 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.

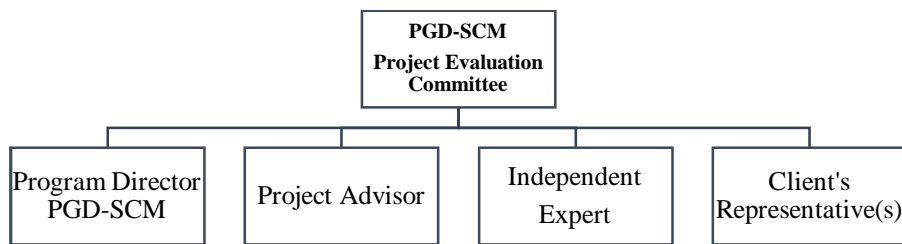


Exhibit 1: Possible Composition of PGD-SCM Project Evaluation Committee

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) 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-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%	Time Compliance	30%
<i>2. TOR submission</i>	Graded		Form Compliance	70%
<i>3. Interim Progress Update</i>	Graded	35%	Interim Presentation	-
			Interim Report	100%
<i>4. Final Progress Update</i>	Graded	60%	Final Presentation	40%
			Final Report	60%
<i>5. Peer/Advisor Feedback</i>	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-SCM (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-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	IBA/CEE/SCM-Pjt/Cover-00
2. PGD-SCM Project TOR	IBA/CEE/SCM-Pjt/TOR-00
3. PGD-SCM Project Invitation Letter	IBA/CEE/SCM-Pjt/Cover-00
4. PGD-SCM Project Lifecycle	IBA/CEE/SCM-Pjt/Lifecycle-00
5. PGD-SCM Project Supervision Log	IBA/CEE/SCM-Pjt/Log-00
6. PGD-SCM Project Report (with Cover)	IBA/CEE/SCM-Pjt/Report-00
7. PGD-SCM Final Project Report Completion Form	IBA/CEE/SCM-Pjt/ReportCheck-00
8. PGD-SCM Project Presentation	IBA/CEE/SCM-Pjt/Presentation-00
9. PGD-SCM Project Presentations’ Procedure	IBA/CEE/SCM-Pjt/PresentCheck-00
10. PGD-SCM Project Grading Criteria Grid	IBA/CEE/SCM-Pjt/GradingGrid-00
11. IBA Consent to Publish Form	IBA/CEE/SCM-Pjt/Consent-00

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

PGD-SCM PROJECT - TERMS OF REFERENCE

Place Proposed Title of your Project here

PROJECT GROUP MEMBERS

<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>	<i>Employer, Designation & Department</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>	<i>Employer, Designation & Department</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>	<i>Employer, Designation & Department</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>	<i>Employer, Designation & Department</i>
<i>Member's Name</i>	<i>ERP ID</i>	<i>Cell No.</i>	<i>Employer, Designation & Department</i>

Proposed Project Advisor: _____

IBA Karachi

Proposed Title for Project

Industry Background:

Discussion around the industrial sector to which the company belongs. Its salient features, such as: size, competition, trends, challenges, and advantages etc. with proper and current sources (in references section) mentioned. Better to discuss the major portions of this TOR in terms of bullet points.

Company Introduction:

Here, the company's information can be placed with a brief introduction of the company such as its major: products, processes, equipment, achievements, locations and expertise etc. Number of employees, revenues, market-share and plans for near or far future can also be briefly mentioned here. Strengths and weaknesses in existing supply chain practices can also be briefly discussed here.

Context /Problem Statement:

Vital ingredients or facets of the PGD-SCM Project are discussed here in a logical sequence. This context elaborates the problem /issue faced by the company and importance of this study /work. Here, some references (preferably current) 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? or What is the problem /opportunity-area that the company is facing? (serves as the "Problem Statement")

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. This document has a maximum limit of five (05) pages. Spacing in this document such as after between headings may be deleted, if required.

Research Question and/or Objectives:

The aim of the PGD-SCM Project should be discussed here. Research Questions (RQs) and/or Objectives should be presented in the form of numbered points. Essentially, these objectives fill or solve a number of Gaps /Un-knowns /Problems identified in the context above. For projects, inclined towards research, there can be a number of hypothesis that the group would like to accept or reject (refer to 'hypothesis testing' literature).

1. Abcdefghijklmnopqrstuvwxyz.
2. Abcdefghijklmnopqrstuvwxyz.

Methodology:

Give special attention to this section as your efforts should be worthy of (2-course equivalent) PGD-SCM Project. 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, questionnaire or interview based surveys (primary or secondary data). In case of survey, sampling technique, inclusion criteria and prospective sample size should be provided. Also, it is beneficial to show how the data will be validated i.e.

‘Triangulation’. Next, the implementation approaches (research protocol) that will be used may also be highlighted here. Research Question /Objectives should be linked /mapped with Research Method (its sampling technique and sample sizes). See ‘PGD-SCM Final Project Report Completion Form’ for more description of the research methodology and methods. PGD-SCM Project Groups are encouraged to publish their outputs as case-studies or research-papers (considering all ethical issues).

Significance /Expected Outcomes /Key Deliverables:

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 previews 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 only when client approves explicitly)

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 in detail with the client. Requirements such as the group may be needed to submit receipts of expense which will be either reimbursed monthly or at the end of the project by the client should be discussed with the client.

Sr. #	Cost head	Amount	Cost factor
1	Travelling	Rs.	Depending on price of petrol
2	Printing /Binding	Rs.	Depending on market rate
3	Petty Cash	Rs.	Unaccounted circumstances
	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
Activity 01																
Activity 02																
Interim Presentation																
Activity 03																
Activity 04																
Final Presentation																

Client’s Focal Person: (required only in case of client initiated projects)

Attach visiting card as Figure /photo. The presence of focal person during interim and final presentations is mandatory.

Client’s Focal Person’s
Visiting Card

Conflict of Interest:

By submitting this TOR, the students' group certify that there is no disclosure necessary regarding Conflict of Interest (CoI) in carrying out this project. If any CoI is subsequently discovered, the group bear the sole responsibility for the consequences. Responsibilities of Business Administration Academic Affairs Office, Advisor and Client are mentioned in the "PGD-SCM Project Handbook" (available at IBA's website).

Ethical Consideration:

By submitting this TOR, the students certify that they comply with the highest level of ethical considerations, which are not limited to ensuring:

- quality, integrity, independence and impartiality of your study/work;
- informed consent, confidentiality, anonymity of study respondents/participants;
- study respondents/participants participate voluntarily, and;
- safety of the students' group and all stakeholders of this study

Disclaimer:

Under no circumstances shall the Institute of Business Administration, Karachi (IBA) and or its Members of the Board of Governors, Officers, Employees and Personnel shall be liable for any direct, indirect, incidental, consequential, special or exemplary damages (whether under contract, tort, statute or otherwise) or losses of any nature whatsoever that may arise out or in connection with the use or access, or inability to use or access, of the report offered by IBA students.

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.) here that you have referred while developing this TOR. At least 5 references are required and also ensure completeness of information.

Friday, 1 May 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.,
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+92-300-2127707

PGD-SCM PROJECT LIFECYCLE

Action Plan:

IBA/CEE/SCM-Pjt/Lifecycle-00

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; and TOR 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 (02) 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
█						
	█					
█	█	█	█	█	█	█
	█	█	█			
			█			
█	█	█	█	█	█	█
			█	█	█	
				█	█	
					█	█
█	█	█	█	█	█	█
						█

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

Legend:

█ Planned

Note: This Lifecycle is for guideline purposes.

PS: PGD-SCM Program-Office can club the TOR Finalization 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]

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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

This Project Report is submitted to the Center for Executive Education at IBA Karachi as partial fulfillment of Postgraduate Diploma in Supply Chain Management

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)

Advised by

Advisor's Name

Designation (e.g. Assistant Professor or Visiting Faculty)

PGD Supply Chain Management Program

Institute of Business Administration (IBA), Karachi

2XXX

Institute of Business Administration (IBA), Karachi,

Pakistan

Acknowledgements [Times New Roman: 18]

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

[Times New Roman: 12]

SAMPLE

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SAMPLE

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SAMPLE

Executive Summary [Times New Roman: 18]

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, research question /objectives, methodology, major results /findings, brief discussion and recommendations. It is of utmost importance that you give ample time to this section.

[Times New Roman: 12]

SAMPLE

Chapter 1: Introduction

The official style for PGD-SCM Project Report is the 6th edition of *Publication Manual of the American Psychological Association (APA)*. PGD-SCM 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 or problem statement) around the chosen topic; and (c) among those gaps, which gaps (*research questions /objectives*) your study /work will fill?

Introduction should have the following or similar headings: Context; Problem Statement; Research Questions /Objectives /Hypothesis; and Study Outline. Introduction should be written in such a way that the reader appreciates the criticality /significance 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 18 points; Sub-heading should be 14 points; and Table should be 10 points.

Chapters and Headings

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

According to APA guidelines, students should follow the heading levels i.e. for Title, Section, and Sub-section etc. as shown in Table 1.

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 *see 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. *see Table 12*. Consider combining tables that repeat data.

Font for the table must be Times New Roman. 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.

Table 1: Format as per Heading Level

Level	Format
1	Flush Left, 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 8.27” ×11.69” (A4 size). Justify text rather than align text flushed left (except the title page).

Margins and Spacing. Margins should be 1.5” on left and 1” on top, right and bottom edges. Use 1.5 spacing everywhere (except the title page). Do not use ampersand (&) in place of *and*, as this report is a formal text (therefore, similarly & 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 acknowledgement, (b) block quotations, (c) titles and headings, (d) table titles and notes, and (e) figure captions.

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 a brief 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 students 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 presenting another's line of thinking without giving credit. Do not repeat the author's key words or sentence structure while writing (page or paragraph numbers should also be included 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 /referenced, nor do proverbs, sayings, and clichés. Do not copy-paste anything in your report. PGD-SCM Program Office will check the final report for plagiarism, as HEC Pakistan has defined *less than 20%* being 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)

SAMMI

Chapter 3: Methodology

Here, we discuss what methodology we will employ to answer the research questions or 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, questionnaire or interview based surveys (primary or secondary data). For better clarity of the reader, a flow chart can be included showing how the students conducted their study, for example see Figure 1.



Figure 1: Example of a Study's Flow

In case of survey, prospective sample size should be provided (preferably by using a sample size calculator). Always be specific here, i.e. for example '10 interviews' and NOT '10 to 15 interviews'. Also, it is beneficial to show how the data /results will be validated i.e. 'Triangulation'. See 'Project Report Completion Form' for more description of the research methodology and methods. Sampling technique is another important aspect to discuss in this chapter. In case of *Purposive Sampling* (e.g. convenient or snowball sampling techniques), students should also mention the *Inclusion Criteria* (i.e. who will be considered as a respondent e.g. a manager having

at least 15 years of marketing relevant experience or a manager who has managed a project worth Rs. 3 Billion or more). It is also better, for the readers' clarity, to include a table that maps /links the research questions and/or objectives with research method, for example see Table 3.

Table 3: Example Mapping of Research Questions (RQ) or Objectives with Method

RQ and/or Objectives	Research Method	Sample Size
RQ1	Focus Group	5 Participants
RQ2 and RQ3	Interview	10 Interviews
RQ4	Questionnaire (Q4-Q7)	250 Respondents
RQ5	Questionnaire (Q8-Q15)	

In case of Interviews, describe the type that was employed, such as fully-structured, semi-structured or unstructured. Place the interview protocol (and questions in case of semi- or fully-structured) and focus group protocol in Appendix, whatever applicable. The transcripts of interviews and focus group are also mandatory to be placed in Appendix. In case of Questionnaire, discuss how the questionnaire was designed (step-by-step), for example *questionnaire was designed using xyz model and refined during the focus group discussion; then, a pilot was conducted with 10 respondents and both questionnaires i.e. pre- and post-pilot are placed in Appendix A and B respectively; moreover, the validity of the questionnaire was gauged using Cronbach alpha*. Furthermore, present how the questionnaire was administered /floated, for example *questionnaire was self-administered or an online questionnaire was floated among all the textile companies listed on Pakistan Stock Exchange*.

In case of survey (interview and/or questionnaire), Respondents' Profile can also be placed here. Discuss further about the statistical techniques employed and the reasons 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 the 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 could have been valuable information.

Chapter 4: Industry Background

Always start a chapter with some narration for the reader about the chapter he/she is going to read, i.e. what he/she should expect reading in the current chapter. It is highly inappropriate to start a chapter directly with a sub-heading or table or figure.

Industrial Sector's Introduction

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

Company's Introduction

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.

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; any KPI (Key Performance Indicator) used to gage the difference between as-is and to-be, and; any dos and don'ts while implementing the tool.

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), that serve as the base for descriptive statistics (presented in this chapter), 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). 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, and; urgent etc. At least one recommendation should be described at a higher level of detail, i.e. students can discuss how a particular recommendation can be implemented (e.g. a particular best practice or approach to be used) and what the reader should take care of while implementing a recommendation (e.g. various risks in implementation can be highlighted).

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.

SAMPLE

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 (for example, sometimes year or title of the study is missing), 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. Also, as scholastic honesty, do NOT cite here any reference that is not used in preparing this report. Some examples, for citing a particular category of references, follow. The categorization that follows is only for students' understanding i.e. how a particular source should be formatted; however, in report, all the references are presented in alphabetical order and not in any categorization.

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.

SHORT TITLE OF THE PROJECT

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>

SHORT TITLE OF THE PROJECT

APPENDIX-A

SAMPLE

PGD-SCM Project Group Members' Introduction

Group Member's 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]

Group Member's 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]

Group Member's 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]

Group Member's Name

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Group Member's 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]

SHORT TITLE OF THE PROJECT

PGD-SCM Project Supervision Log

SAMPLE

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	Tables & Figures in PGD-SCM Report	<p>We have checked that ALL TABLES have "Table Numbers" and "Titles" <input type="checkbox"/></p> <p>We have checked that All FIGURES have "Figure Numbers" and "Captions" <input type="checkbox"/></p>
13	Re-Check Your Report	<p>We re-checked 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>
14	Similarity (For official use)	

Client's Logo

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:

December 19, 2019

Presentation Plan

- ▶ In all, Maximum twenty (20) slides are allowed for Interim and thirty (30) for Final Presentation.
- ▶ 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 (20) minutes for Interim and (40) minutes for Final.
- ▶ Ten (10) and Twenty (20) minutes will then be provided for 'Question and Answer' for Interim and Final Presentations respectively.

Background /Problem Statement

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

Research Questions /Objectives

- ▶ Place numbered study/research questions and/or objectives.
- ▶ Give some time to this slide as it is the starting point of the study.

Methodology

- ▶ Place methodology used to complete the project on this slide.
- ▶ Research Method, Sampling Technique, Sample Size and research flow, whichever applicable, should be mentioned here.
- ▶ Presenting the mapping of research questions /objectives with research methods is always preferable. See example below.

Research Questions (RQ) and/or Objectives	Research Method	Sample Size
RQ1	Focus Group	5 Participants
RQ2 and RQ3	Interview	10 Interviews
RQ4	Questionnaire (Q4-Q7)	250 Respondents
RQ5	Questionnaire (Q8-Q15)	

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.

Results /Findings

- ▶ Place the results of the study here, sorted by primary research method used.

Discussion /Analysis

- ▶ Most important area is to discuss or analyze the results of the project.
- ▶ Employ Inferential Statistics wherever applicable.

Recommendations

- ▶ Recommendations should be linked to the findings of the project.
- ▶ At least one recommendation in detail.

Statement of Contribution

- ▶ What has this work contributed (considering the audience of the study)?
- ▶ 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 (also, more logos can be placed here to acknowledge the support /advice)

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).

PROCEDURE FOR

PGD-SCM CAPSTONE PROJECT PRESENTATIONS

Please consider the following thoroughly:

- Be at the venue at least 15 minutes BEFORE TIME with all that is needed.
- It is a FORMAL presentation /exam; therefore, it should be obvious from attire and language.
- Presentation is needed to be delivered in English (mode of communication is ONLY English).
- INTERIM:
 - MAXIMUM SLIDES: 20 for Interim Presentation
 - MAXIMUM TIME: 30 minutes (including Q&A)
- FINAL:
 - MAXIMUM SLIDES: 30 for Final Presentation
 - MAXIMUM TIME: 60 minutes (including Q&A)
- It is also MANDATORY to bring two (02) Spiral bind copies of Interim Report and Final Draft Report, whichever applicable.
- Soft copy of Interim and Final Reports and Presentations MUST BE submitted three (03) days prior Presentation day along with 'PGD-SCM Final Project Report Completion Form'.
- PGD-SCM Program Office will check the final report for plagiarism, as HEC Pakistan has defined less than 20% being the acceptable limit for similarity
- Group must ensure the presence of Client (in case of client's representative mentioned in TOR) and Advisor, as their presence is MANDATORY.
- Submission of all softcopies (CD(s) or all data in Zip file on final submission) for Interim and Final Report along with presentation is MANDATORY for final grading. Grades will only be posted, once all requirements in hard (Green-bind Reports as per Library's standard) and soft-form are submitted to the PGD-SCM-Program-office.

You, the future Supply Chain Leaders, are expected to manage within all the above instructions /constraints. PGD-SCM-Program-office will be pressed to impose negative marking in case of non-compliance to the above.

PGD-SCM Project Grading Criteria Grid

Group No.: xxxx	Project-Advisor: xxxx
Project Title: xxxx	
Interim <input type="checkbox"/>	Final <input type="checkbox"/>

Criteria	Grading
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Presentation <i>(Scale: Assign Letter Grades)</i> <i>NOT Applicable on Interim</i>	Project Group Members					
	Name	Name	Name	Name	Name	Name
	ERP-ID	ERP-ID	ERP-ID	ERP-ID	ERP-ID	ERP-ID
1. Presents concepts with CLARITY (Careful /Precise in Subject Knowledge)						
2. Has SELF-CONFIDENCE (Eye-Contact and Body Language)						
3. English FLUENCY (Speaks Clearly)						
4. Active Presence in Meetings /Visit						

Report (Place ✓ in the appropriate column)	Grading Scale							
	F	C-	C	C+	B-	B	B+	A-
4a. Problem CONCEPTUALIZATION (Appropriate: Research Questions and/or Objectives)								
4b. RESEARCH METHODOLOGY (Appropriate: Methods; Design; Sample; Technique)								
5. SECONDARY RESEARCH (Ample and Authentic Resources Referred)								
6. PRIMARY RESEARCH (Proper: Survey; Implementation; Inclusion)								
7. RESULTS & DISCUSSION (Descriptive and Inferential Statistics; Analysis)								
8. RECOMMENDATIONS (Linked with Results and are Workable)								
9. INNOVATIVE Thinking (Creativity /Out-of-Ordinary /Extra-Mile)								
10. Report WRITING-SKILL (Structure; Narrative; Storyline; APA)								

Comments / Recommendations

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

Grading Plan Effective from Spring-2010					
Percentage	Grade	GPA	Percentage	Grade	GPA
93-100	A	4.00	68-71	C+	2.33
87-92	A-	3.67	64-67	C	2.00
82-86	B+	3.33	60-63	C-	1.67
77-81	B	3.00	0-59	F=Failed	0.00
72-76	B-	2.67			



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 organization 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.

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