IBA Karachi
Project Handbook*
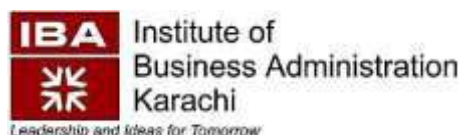
MBA PROJECT
(PRJ-701)

	NAME	DESIGNATION	SIGNATURE	DATE
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REVISION NO.:	01			
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1. SUBJECT

Master of Business Administration (MBA) Project Handbook.

2. PURPOSE AND OBJECTIVE

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

MBA Project not only enables students 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 standardize and systematize the Processes relevant to MBA 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 for all the projects that are completed within or after Fall-2021.

4. MBA PROJECT APPLICATION

4.1 MBA Students shall make Project Groups with 4-6 members. It is important that Group Members belong to different industries, disciplines and backgrounds to make the team more diverse.

4.2 Business Administration Academic Affairs (BAAA) Office invites organizations to engage a Project Group (comprises of energetic students 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 issues (see 'MBA Project Invitation Letter'). This exercise is done once per year.

4.3 Simultaneously, Project Group Members can also explore in various companies /organizations in their network, for possible areas /problems that are worthy of becoming MBA Project. Though, due diligence is ensured for any 'conflict of interest'. (i.e. working in a same department)

4.4 Once, projects are received from various organizations (clients), these are floated among MBA Students by the BAAA Office, on first come first served basis.

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

4.6 Project Groups may start an informal discussion (preferably through E-mails) with one or more faculty members of IBA Karachi around their project ideas and projects shared by the office. One of these faculty members may become the Project Advisor.

This discussion will ensure that a "Terms of Reference" (TOR) may be finalized with higher level details.

4.7 Each Project shall be conducted under close supervision of one (01) experienced Project Advisor. Final assignment of advisors to projects rests with BAAA Office. (Students are required to select an advisor from full time faculty. However, if not found any full-time faculty than contact BAAA for further guidance).

4.8 The project scope should necessarily stick to one or more of the elements of business administration. A project may be inter-disciplinary in nature i.e. it may revolve around multiple interfacing areas. Projects shall be done with both local and multinational companies (preferably those based in Karachi due to logistics' reasons).

4.9 TOR (see 'MBA Project TOR' – a crucial milestone document which serves as the main kick-off component) shall be submitted, along with the approvals of Client's Representative and Advisor. These shall be submitted to BAAA Office by the prescribed week (see 'MBA Project Lifecycle') for Approval. Without this final approval, no project can be considered as 'formally started'.

4.10 Project Group Members mentioned on the TOR shall be considered final, and no change shall be allowed in any circumstance. BAAA Office shall assign a Group Number.

4.10.1 Group Number will follow the form: "622-701-XXX-XX", where '622' is a code for Regular MBA, '701' is course Code, 'XXXX' is semester code (e.g. '1911' for Spring 2019) and 'XX' is Group Number (every semester, this number is reset).

5. GENERAL SCHEME OF STUDIES

5.1 MBA Project worth six (06) credit hours for which students shall maintain the details of each interaction with their advisors (see 'MBA Project Supervision Log').

5.2 The standard period for MBA Project, after which the final defence (presentation exam) will be held, shall be maximum of two semesters. The duration should be within allowed MBA Program duration.

6. RESPONSIBILITIES

6.1 MBA PROJECT EVALUATION COMMITTEE

6.1.1 Shall be chaired by Director MBA Program.

6.1.2 Shall comprise of at least three (03) high-level stake holders (see 'Exhibit1'). As advisor and client are different for each project, thus, every project will have a unique evaluation committee. It will be facilitated by the BAAA Office for each project's lifecycle (see 'MBA Project Lifecycle'). Project Advisor and Client's Representative (mentioned in the TOR) 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 ethics and quality assurance in all project activities.

6.1.4 Shall ensure professionalism and transparency of all activities in the project.

6.1.5 Shall meet at least once (01) in one project cycle, i.e. for: grading of Final Project Presentations. Moreover, it can meet whenever required.
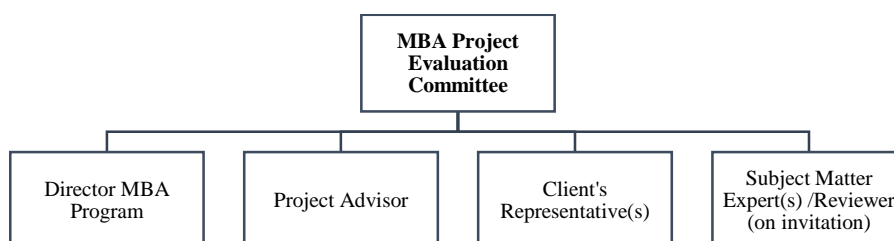

Exhibit 1: Possible Composition of MBA Project Evaluation Committee

6.2 BAAA OFFICE

6.2.1 Shall be responsible for managing and providing support in every step of the Project Lifecycle (see 'MBA Project Lifecycle').

6.2.2 Shall be responsible for keeping track of each project's progress.

6.2.3 Shall be responsible for establishing MBA Project Evaluation Committee for each project taking into consideration: clauses under 6.1.

6.2.4 Shall ensure the availability of an adequate pool of faculty members of IBA Karachi for advisory role. Preferably one (01) Project Advisor can supervise maximum six (06) Project Groups in a project cycle (02 semesters).

6.2.5 Shall evaluate the 'Final Project Report' for formatting (in consultation with library) and similarity.

6.2.6 Shall facilitate students 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 students in maintaining high quality relationships with clients and advisors.

6.3 PROJECT ADVISOR

6.3.1 Shall be responsible for: deeper comprehension of client's requirements; initial definition and planning of the work assigned to the Project Group; guiding the Project Group in development of the final TOR; and helping the students in focusing on research questions /objectives and deliverables.

6.3.2 Shall suggest reading material, especially relevant conceptual models, 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, research methods, 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 and /or Client's premises (where applicable) within ethical boundaries.

6.3.5   Shall facilitate project work with team spirit and conflict resolution (resolving any conflicts arising among Project Group Members).

6.3.6   Shall monitor that the Project Group is properly maintaining the record of interactions (see 'MBA Project Supervision Log').

6.3.7   Shall attend interim and final presentations of their Project Group as Evaluation Committee Member.

6.3.8   Shall grade their Project Group's work during Interim and Final Project Presentations as Project Advisor (and as Evaluation Committee Member).

6.4 CLIENT ORGANIZATION

6.4.1   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.

6.4.2   Shall provide a description of their requirements and scope of the project to the students so that the desired TOR can be developed.

6.4.3   Shall provide the Project Group guidance and feedback on their efforts.

6.4.4   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 has access to the extensive resources /expert faculty available at IBA Karachi for delivering these clients based projects.

6.4.5   Shall confirm that the 'Final Project Report' (see 'MBA Project Report') meets their objectives by giving feedback on their Group's Project work during Final Project Presentations as Evaluation Committee Member.

7. PROGRESS OF PROJECT WORK

7.1 Project Group shall regularly meet their Project Advisor and Client to submit the assigned work within the agreed timeline.

7.2 Any Project Group or Member failing to comply 7.1 may be referred to Director MBA Program, who in extreme cases can formally terminate the project.

7.3 After approximately half semester of formal project study /work, each Project Group shall submit an 'Interim Project Report' to BAAA office /LMS, (see 'MBA Project Report'). Minimum three (03) starting chapters **(Introduction, literature review and Methodology)** with proper references and draft questionnaire (if applicable, in appendix) should be submitted in spiral-bind form.

7.4 Presentation Slides for 'Final Project Presentations' shall be required in the prescribed format (see 'MBA Project Presentation').

7.5 Attendance of all Project Group Members is mandatory in the Final Presentations as these are considered as exams.

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 also required – see 'MBA Consent to Publish Form'). No Project Group Member can be left from co-authorship.

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 formal work of two (02) semesters completed by the Project Group.

8.3 'Final Project Report' shall be written in English Language and shall be in the form prescribed (see 'MBA Project Report').

8.4 After two (02) semesters of work, each Project Group shall submit their final version of 'Final Project Report' along with database sets used in working (i.e. NVIVO, SPSS or MS Excel files) for evaluation to the BAAA Office, which the Project Group shall be required to defend in 'Final Project Presentation Exam' on a prescribed date (see 'MBA Project Lifecycle').

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 'MBA Project Presentation' and 'MBA Project Presentations' Procedure').

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 BAAA Office shall validate the changes suggested by the committee.

9. DELIVERABLES & GRADING POLICY

9.1 During the course of MBA project lifecycle, a student is expected to produce three (03) 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. TOR submission	Graded	20%	Compliance (time/form)	100%
2. Interim Progress Update	Graded	30%	Interim Report	100%
3. Final Progress Update	Graded	50%	Final Presentation	40%
			Final Report	60%

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

9.3 The grading authority for each deliverable is split between the Project Advisor (50%) and Director MBA Program (50%).

9.4 The exception to above is TOR, for which Director MBA Program shall assign marks.

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 'MBA Project Grading Criteria Grid'). All compilation of results shall be carried out by the BAAA Office as per 9.1 and 9.3.

9.6 Assessment shall be carried out close to Portfolio-Based-Assessment (PBA), as students know about the criteria against which they will be graded prior to their investigation and proposition of a solution. Students can even gauge 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 students' end.

10. DISCIPLINE OF FINAL PROJECT PRESENTATION EXAM

10.1 'Final Project Presentation Exam' shall be mandatory for all MBA students 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 BAAA Office can also invite subject matter experts and 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 students 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 one (01) copy of the Final Project Report with all relevant data such as: presentation slides; data sheets (MS Excel, SPSS etc.); output(s); questionnaires; and other artefacts to the Library (after getting consent to print from Library and duly signed by the advisor).

11.2 The final copy is required to be submitted in a Blue Colour hard bind form with Embossed Golden Text (see 'MBA Project Report Cover').

11.3 Furthermore, students are also obliged to send the soft copies of their final project report to Client, Advisor and BAAA.

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

12. RELATED DOCUMENTS

1. MBA Project TOR with checklist
2. Project Proforma (Excel Sheets' Items)
3. Group Profile – Template
4. Group Status Form
5. MBA Project Invitation Letter
6. MBA Project Details' Template
7. MBA Project Action Plan
8. MBA Project Supervision Log
9. MBA Project Report (with Cover)
10. MBA Project Presentation
11. MBA Project Grading Criteria Grid
12. IBA Consent to Publish Form

13. LIST OF ABBREVIATIONS:

BAAA   : Business Administration Academic Affairs
TOR   : Terms of Reference
PBA   : Portfolio-Based-Assessment

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

MBA PROJECT - TERMS OF REFERENCE

Place Proposed Title of your Project here

PROJECT GROUP MEMBERS

Member's Name	*ERP ID*	*Cell No.*	*Employer, Designation & Department*
Member's Name	*ERP ID*	*Cell No.*	*Employer, Designation & Department*
Member's Name	*ERP ID*	*Cell No.*	*Employer, Designation & Department*
Member's Name	*ERP ID*	*Cell No.*	*Employer, Designation & Department*
Member's Name	*ERP ID*	*Cell No.*	*Employer, Designation & Department*

MBA 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 and Problem Statement: [This part is most important part of the TOR, this must be at least two pages with at least 10 references of which 5 must be of last two years. The reference style must be APA, the guidelines are attached].

Vital ingredients or facets of the MBA 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 MBA 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 MBA 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: [Make sure that your research questions are in line with the problem, clear list of the research questions should appear here. You need to write number of hypotheses in line to the deliverables.]

The aim of the MBA 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: [write your methodology (qualitative or quantitative) with clarity provide rational for it along with specific method (e.g. focus groups, interviews, questionnaire etc.). Each activity must be reflected on the Gantt chart].

Give special attention to this section as your efforts should be worthy of (2-course equivalent) MBA Project. One paragraph about what methodology the Project Group will employ to achieve the objectives of MBA 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 'MBA Final Project Report Completion Form' for more description of the research methodology and methods. MBA Project Groups are encouraged to publish their outputs as case-studies or research-papers (considering all ethical issues).

[Bridge your methodology part with your deliverables, how your proposed methods are appropriate in relation to the expected outcomes].

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 MBA 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 MBA 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. [Add your proposed methods here (e.g. focus groups, interviews, questionnaire etc.).]

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:

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

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Client's Focal Person's
Visiting Card
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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 "MBA 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.

TOR Check List

Please make sure before the submission,

1 -	The Context and Problem statement section is at least of two pages.	Yes-----NO
2 -	The research questions are clearly enlisted.	Yes-----NO
3 -	The methodology is clearly defined in terms of qualitative or quantitative.	Yes-----NO
4 -	The sampling technique and the sample size are given.	Yes-----NO
5 -	The proposed methods are linked to the deliverables.	Yes-----NO
6 -	The proposed methods are added to the Gantt chart. (Breakdown in term of the methodology)	Yes-----NO
7 -	The references are as per the APA guidelines.	Yes-----NO
8 -	There are at least 10 references.	Yes-----NO
9 -	There are at least five references of last two years.	Yes-----NO
10 -	Approvals of Client & Advisor (Either in email trail or screen shots)	Yes-----NO
11 -	Softcopies of ABR projects of all group members	Yes-----NO
12 -	Filled Group status form.	Yes-----NO
13 -	Filled Project Proforma (MS Excel File).	Yes-----NO
14 -	Group profile	Yes-----NO
15 -	Program detail, member-wise (MBA-M or MBA-E) /Contact on top page, i.e. Employer /Designation /Department or Full Time Students on the top page (As mentioned in the MBA Project Handbook which is available at the main web under the research tab)	Yes-----NO
16 -	Group members' courses verification (by BAAA office)	Yes-----NO
17 -	Visiting card or Contact of Client	Yes-----NO

Project Proforma (Horizontal Items in Excel Sheets)

S#	1	2	3	4	5	6
Member#	1	2	3	4	5	6
Code						
Student Name						
ERP ID						
Acad Prog						
Phone						
Email Address						
ABR Project's Title						
MBA Project Name						
Client						
Client's Info						
Major Area						
Minor Area						
Industrial Sector						
City						
Location						
Advisor						
Adv. Dept						
Unit Claimed In						
TOR Approval Date						
Suggested Interim						
Interim (Actual)						
Suggested Final						
Post Interim Final Date						
Final (Actual)						
Grade						
Class No.						
Term						
Comments						
Convocation						

MBA Projects

PRJ701

Project Proforma (Excel Sheet)

S#	Member#	Code	Student Name	ERP ID	Acad Prog	Phone	Email Address
1	1						
2	2						
3	3						
4	4						
5	5						
6	6						

ABR Project's Title	Project Name	Client	Client's Info	Major Area	Minor Area	Industrial Sector	City

Location	Advisor	Adv. Dept	Unit Claimed In	TOR Approval Date	Suggested Interim	Interim (Actual)	Suggested Final

Post Interim Final Date	Final (Actual)	Grade	Class No.	Term	Comments	Convocation

MBA PROJECT GROUP PROFILE

Name : .   **ERP ID: .**

Email: .

Mobile: .

Program:

Interests: .

Majors: .

Completed Courses: .

Previous Qualification: .

Work /Experience:.

Name : .   **ERP ID: .**

Email: .

Mobile: .

Program:

Interests: .

Majors: .

Completed Courses: .

Previous Qualification: .

Work /Experience:.

Group Status Form

Basic Information

Group Member	1	2	3	4	5	6
Student's Name	Ali					
ERP	000010					
Academic Program	MBA-Evening					
CGPA	3.10					
Cell #	0300-xxxx					
Email	xyz@gmail.com					
Intake Term	Fall 20xx					

Core Courses Information

Courses Title	Grade	Grade	Grade	Grade	Grade	Grade
Business Finance I	B+					
Financial Accounting and Information Systems	C-					
Managerial Economics						
Marketing Management						
Organizational Behavior and Leadership						
Business Statistics						
Business Intelligence						
Accounting for Decision Making						
Legal and Regulatory Environment of Business						

Operations and Production Management					
Applied Business Research					
Marketing Analytics					
Business Finance II					
Macroeconomics					
International Political Economy					
Corporate Strategy (If Taken)	C-				
Project-1 (If Taken)	I				
Project-2 (If Taken)	I				

Electives Information (If Any)					
Elective-1 /Grade	Public Policy Analysis /B				
Elective-2 /Grade					
Elective-3 /Grade					
Elective-4 /Grade					
Elective-5 /Grade					
Elective-6 /Grade					
Elective-7 /Grade					
Elective-8 /Grade					
Elective-9 /Grade					

July 29, 2021

«Name»

«Designation»
«Name of Trade Organization»

Subject: **Invitation for MBA Project**

Dear Sir,

IBA would like to invite your organization or any of your member organization to engage one of our student groups in a business administration relevant project with your organization. IBA students, in final year of MBA Program, undertake a study / consulting assignment called the MBA 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, which makes them ideal candidates.

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

- *New ventures / Feasibility Studies*
- *Management Control Systems*
- *Human Resource Restructuring*
- *Strategic Analysis & Management*
- *Marketing Strategy*
- *Financial Analysis*
- *Supply Chain Management*

However, we will welcome other relevant projects or problems that your organization or any of your member 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, or any of your member 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 business leaders.

Office of the Business Administration Programs

IBA, University Rd, 75270 Karachi
mzahid@iba.edu.pk, Ph.: 111-422-422, Ext: 2882

Details for the MBA Project

Title of Project:	
Client Organization's Name:	
Name of Contact Person (with Designation):	
Contact Information (Mobile and Email):	
Organization's Brief Introduction:	
Scope (e.g. limited to a department /program /project /market):	
Objectives of the Project (Numbered):	
Project Details (mention activities):	
Final Deliverables:	
Duration (min. 3 months required) and Due date:	
Stipend / Financial Details (if any):	
Assumptions /Constraints:	

IBA Institute of
Business Administration
Karachi
Leadership and Ideas for Tomorrow

MBA Project - Action Plan

S. No.	Description	FALL Semester																SRPING Semester															
		Month-1				Month-2				Month-3				Month-4				Month-5				Month-6				Month-7				Month-8			
1	Participants make Project Group (4-6 members); Prepare Project TOR	▓	▓																														
2	Submission of TOR with requirements to BAAA Office /LMS			▓																													
3	Project Evlauation Committee Finalized; TOR and gives grade and Feedback (if needed)				▓																												
4	Project Work Phase-I					▓	▓	▓	▓	▓																							
5	Submission of Interim Project Report to BAAA Office /LMS										▓																						
6	Project Evlauation Committee Finalized; Interim report and gives grade and Feedback (if needed)											▓																					
7	Project Work Phase-II													▓	▓	▓	▓	▓	▓	▓	▓												
8	Final Project Report Preparation																						▓	▓	▓	▓							
9	Submission of Final work to BAAA Office /LMS. (Including Report (.doc), Presentation (PPT/PDF), Data Based Sets (NVIVO, SPSS or MS Excel Files)																																
10	Final Project Defence (Presentation Exam)																													▓	▓		
11	Submission of Blue Hard binded copy of the Final to Library after fuliled the all post finalization requirements																															▓	▓

Legend:

▓ Planned:

Note: This Lifecycle is for guideline purposes; Interim and Final Project Presentations are Exams and no absence is allowed.

MBA PROJECT
SUPERVISION LOG

Project Title: _____

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

S. No.	Date	Start Time (Duration)	Discussion/Targets	Signature of Advisor
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				
06				

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 to MBA Academic Affairs-Office.

Title 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

20XX

MBA

Title of the Project

20XX

Title 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
20XX

PROJECT'S FULL TITLE

This Project Report is submitted to the Faculty of Business Administration as partial fulfillment of Master of Business Administration

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)

Business Administration - Academic Affairs

Institute of Business Administration (IBA), Karachi

2XXX

Institute of Business Administration (IBA), Karachi,

Pakistan

PROJECT'S FULL TITLE

This Project Report is submitted to the Faculty of Business Administration as partial
fulfillment of Master of Business Administration

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)

Advisor:

Dr. ABC   _____

Designation (e.g. Assistant Professor)

Institute of Business Administration, 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]

Table of Contents

List of Tables

List of Figures

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]

Chapter 1: Introduction

The official style for MBA Project Report is the *6th edition of Publication Manual of the American Psychological Association (APA)*. Academic Affairs 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	***Indented, boldface, italicized, lowercase paragraph heading ending with a period.***
5	*Indented, italicized, lowercase paragraph heading ending with a period.*

[a] This type of capitalization is also referred to as title case.
[b] In 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. Academic Affairs 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)

5

Chapter 3: Methodology

Here, we discuss what methodology we will employ to answer the research questions or to achieve the objectives of MBA 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.

```
┌─────────────────────────┐
│   Finalize Research     │
│ Questions and/or Objectives │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│   Secondary Research:   │
│   Literature Review     │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│   Primary Research:     │
│     Focus Groups        │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│   Primary Research:     │
│      Interviews         │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│   Primary Research:     │
│     Questionnaire       │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│ Results' Statistical Analysis │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│       Workable          │
│    Recommendations      │
└─────────────────────────┘
```

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.

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.

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-A

MBA 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

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]

IBA/MBA-Project/Log-00

Institute of
Business Administration
Karachi

MBA PROJECT
SUPERVISION LOG

Project Title: _____

Group Number: _____

Project Advisor: _____

S. No.	Date	Start Time (Duration)	Discussion/Targets	Signature of Advisor
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				
06				

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 to MBA Academic Affairs-Office.

Title of Project

Client's Logo

Group 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*
Member's Name	*ERP ID*

Advisor:

January 1, 2019

IBA Institute of
Business Administration
Karachi
Leadership and Ideas for Tomorrow

Presentation Plan

▶ Maximum twenty (20) slides for Interim and thirty (30) slides 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.'– Project Short Title'.

▶ Practice well to complete your presentation in twenty (20) minutes for Interim and forty (40) minutes for Final.

▶ Ten (10) and Twenty (20) minutes will then be provided for 'Question and Answer' for Interim and Final Presentation respectively.

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Background /Problem Statement

▶ Quickly discuss the background or context of your Project, such as: Company Introduction and Industry Introduction.

▶ Don't spend too much time on Background.

▶ State clear problem statements.

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Research Questions /Objectives

▶ Quickly discuss the background or context of your Project, such as: Company Intro. and Industry Intro.

▶ Don't spend too much time on Background.

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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.

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)	

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Secondary Research

► Make sure that the font sizes are readable.

► Make sure that figures /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.

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Results /Findings

▶ Place the results of the study here.

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Discussion /Analysis

▶ Most important area is to discuss the results of the project.

▶ Employ Inferential Statistics wherever applicable.

Project Short Title

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Karachi
Leadership and Ideas for Tomorrow   8

Recommendations

► Recommendations should be linked to the findings of the project.

► At least one recommendation in detail.

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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

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Thank You!

▶ Acknowledgments

▶ More logos (if required) can be placed adjacent to IBA's logo for acknowledgment.

▶ Question & Answer?

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Business Administration
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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, can be placed on other slides, in this form: (Last name of 1st Author, Year of Publication).

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MBA Project Grading Criteria Grid

Group No.: 622-701-xxxx-xx	Project-Advisor: xxx
Project Title: xxx	
Interim ☐	**Final ☐**

Criteria	Grading

Presentation	**Project Group Members**					
(Scale: Assign Letter Grades) *NOT Applicable on Interim*	Name ERP-ID	Name ERP-ID	Name ERP-ID	Name ERP-ID	Name ERP-ID	Name ERP-ID
	Grade					
1. Present in a PROFESSIONAL and logical manner with CLARITY (Careful /Precise in Subject Knowledge)						
2. Demonstrated EFFECTIVE PRESENTATION TECHNIQUES to communicate qualitative and quantitative business problems and solutions.						
3. English FLUENCY with SELF-CONFIDENCE (Speaks Clearly, Eye-Contact and Body Language)						
4. Active Presence in Meetings, and COMMUNICATE EFFECTIVELY within a TEAM setting /Visit						

Report (Place ✓ in the appropriate column)	**Grading Scale**							
	F	**C-**	**C**	**C+**	**B-**	**B**	**B+**	**A-**	**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 (MBA)	Signature Name	*All corrections done as recommended* (for official use: sign, name & date; ONLY required for Final Report):
Independent Examiner /Client	Signature Name	Signature Name

Similarity:

Grading Plan Effective from Spring-2010								
Percentage	Grade	GPA	Percentage	Grade	GPA	Percentage	Grade	GPA
93-100	**A**	4	77-81	**B**	3	64-67	**C**	2
87-92	**A-**	3.67	72-76	**B-**	2.67	60-63	**C-**	1.67
82-86	**B+**	3.33	68-71	**C+**	2.33	0-59	**F=Failed**	0

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