

NATIONAL INSTITUTE OF FINANCIAL MANAGEMENT

PGDM(FM) PROJECT GUIDELINES

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1. INTRODUCTION

PGDM(FM) Project, which is known as a mini-thesis is a compulsory project for the students to complete at the end of their semester. As such, students should regard their projects as an ideal opportunity and vehicle for integrating what they have learnt during the PGDM(FM) program and applying these concepts and skills to a real problem at work.

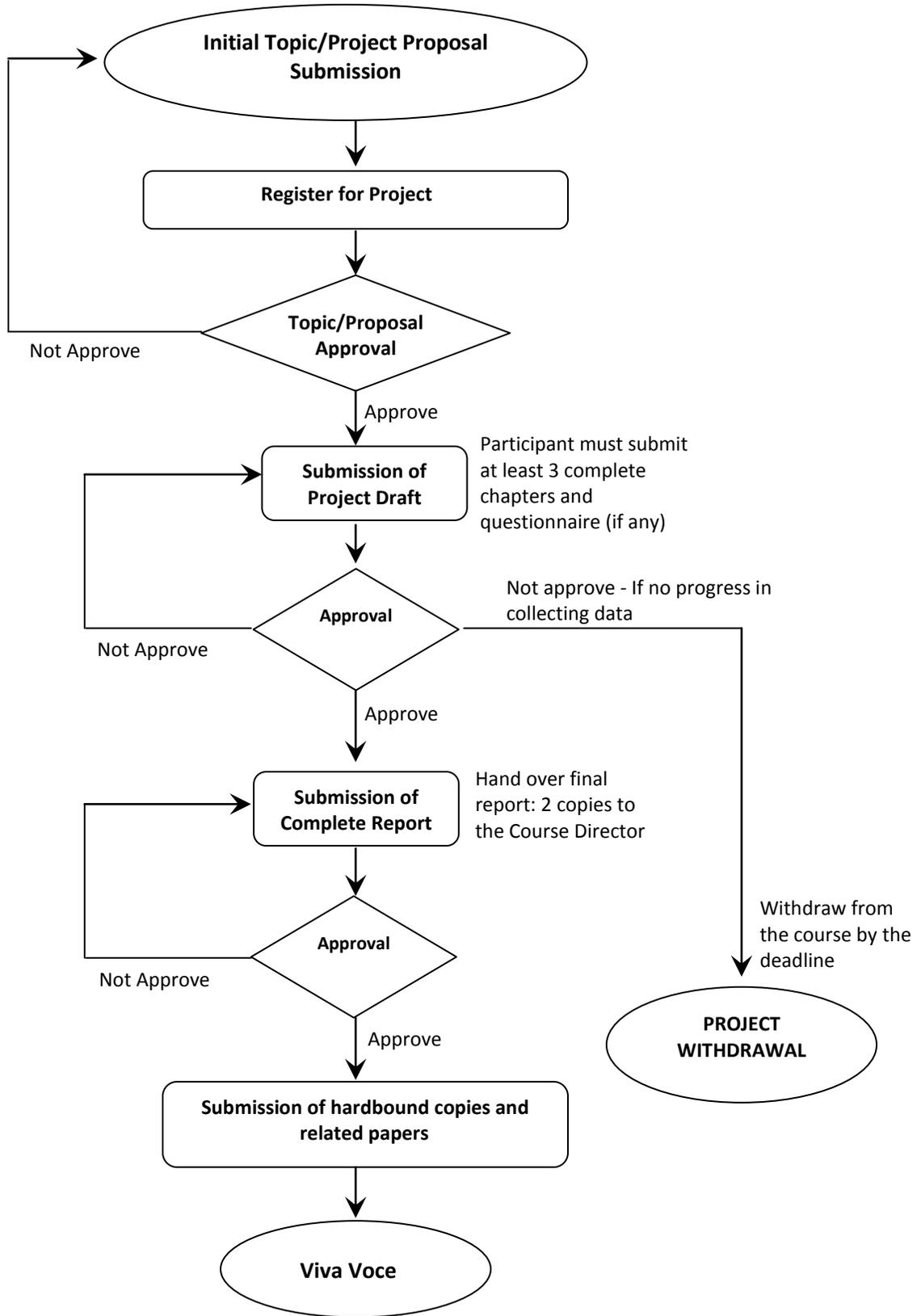
This note aims to provide students with a guide on how to go about the various stages of doing the project and also include information on the formal system devised by the NIFM to supervise and assess projects.

2. OBJECTIVES

The main objectives of the project are as follows:

- a. To provide participants with an opportunity to draw together and integrate the knowledge gained and the skills developed from the PGDM(FM) Program;
- b. To provide participants with an opportunity for independent study and to develop an ability to organize work with a view to achieve a specific goal;
- c. To develop participants with skills in business strategy, operations or in similar integrated activities appropriate and relevant to their organizations and their personal development needs and goals; and
- d. To undertake an academic project based on sound management principles and intellectual reasoning.

3. MODUS OPERANDI



a. Initial Project Proposal

You must register according to your program :

Post Graduate Diploma in Management (Financial Management)

To give a good foundation and in-depth knowledge on how to do an effective research, participants are suggested to take Research Methodology course prior to undertaking the Project.

In this course students are advised to prepare their initial project proposal. When considering the initial project proposal, students should look for a critical and analytical approach to the following:

- i. Specification of the goals of the project
- ii. Outline of strategy and methodology for achieving goals
- iii. Literature references with comments as to their relevance
- iv. Identification of specific project topic and its relation to existing similar work
- v. Their understanding of the basic principles underlying the project
- vi. Foreseeable problems and strategies for resolving them.

The initial project proposal comprises of three sections:

1. Project definition
2. Investigation of Project Background
3. Project Plan

The project plan is very important, of which participants are assured to achieve the final project objective within a given time. The initial project proposal could be submitted direct to CD office.

A participant who intends to do case writing or corporate/business plan will have to furnish a provisional letter of approval from the selected case company prior to registering for the Project (See Appendix O). Participant will inform the selected case company the data and information needed for the report and request permission to do case study.

b. Registration for PGDM(FM) Project

Participants who have submitted a complete Initial project proposal or a provisional approval letter from the case company (for those who opt for case writing/corporate plan) may register for the PGDM(FM) Project with the CD.

c. Project Approval

The submitted initial project proposal will then be reviewed and approved by the Academic Committee at NIFM. The committee will assign appropriate supervisors for participants upon the approval of Director (NIFM). Participants are expected to work closely with the assigned supervisors.

d. Appointment and Change of Supervisor

NIFM has the right to replace or re-appoint a supervisor. However, a participant may request a change of supervisor provided that the request is done officially in writing to the Course Director.

A participant who has been given a confirmation on a project and supervisor should proceed by meeting and discussing with the supervisor on the first draft report. It is highly recommended that participants keep a project diary or a log book throughout the project. At the very least, this should be checked against his or her weekly objectives and should contain details of what have been learnt and the time taken. A supervisor may ask a participant to submit a weekly summary based on the diary or log book since these will provide the supervisor and the participant progress of the project. Participants will find it useful when it comes to writing the Final Project Report.

e. First Draft Report

This draft is submitted to the supervisor based on the earlier comments or feedback received on the initial project proposal. The content and format of the report are as follows:

Chapterisation

(1) RESEARCH STUDY

I. CHAPTER 1: INTRODUCTION

- Introduce the subject matter
- Problem Statement
- Research Questions/Objective of the study
- Significance of the study
- Limitations to the study (ability to generalize to the population)

II. CHAPTER 2: LITERATURE REVIEW

- Past studies in the subject areas that you are researching
- Theory/concept/framework/model of study

III. CHAPTER 3: METHODOLOGY

- Data collection method
- Representativeness/issues of sampling
- Describe the questionnaires/interview
- Validity/reliability of the data
- Plan of data analysis (basically what you want to do)

(2) CORPORATE AND BUSINESS PLAN

I. EXECUTIVE SUMMARY – TENTATIVE

This can be changed after completion of the full project

II. INTRODUCTION & COMPANY DESCRIPTION

Problem statement, company history, mission/vision/objective, product description/ uniqueness, key partnership (if any)

III. INDUSTRY & COMPETITOR

External & internal forces (PETSLE), SWOT, identifying competitive forces, attractiveness of the industry, identifying competitors, evaluating the strategies of diversified companies (SBUs)

(3) CASE WRITING

I. MAIN ISSUE OR PROBLEM OF THE CASE

What is the central issue of the case/ what is the key problem that is revolved around the whole case text

II. INTRODUCTION OF THE COMPANY

Founding year, founding father, company history, key people, branches, products/services that are offered by the company

III. INDUSTRY INFORMATION

Description of the industry, competitors etc

IV. CASE STORY

The main case facts central to the key problem

V. CASE CLOSURE

Highlighting the problem once again to through the challenge for the reader

The first draft project should be of reasonable length in total, EXCLUDING appendices, tables and charts.

Participants should be aware of the level of academic standard required in the graduate project. Participants should also avoid from having too widespread scope of the area. To some extent, Participants should adjust the specific aim within the context of the level to work expected and the time available. It is preferable to constrain the scope so that the project can be completed without a large number of unanswered questions.

f. Feedback/Comments from the Supervisor

On receipt of feedback from supervisor(s), students will continue to proceed with revising the draft report.

Participants are expected to proceed and prepare their report in details by adding the following continuous required chapters:

(1) RESEARCH STUDY

I. CHAPTER 4: DATA ANALYSIS

- The results of the research, statistical tests and findings

II. CHAPTER 5: RECOMMENDATIONS & CONCLUSIONS

- Management implication: so what?
- Recommendation to management
- Conclusion

(2) CORPORATE AND BUSINESS PLAN

I. MARKET ANALYSIS & MARKETING PLAN

- Feasibility exploration including business model, market segmentation, market targeting, understanding consumer behavior, 4 Ps Strategies, overall strategic focus

II. OPERATIONS & MANAGEMENT

- Viability Analysis covering costing, operation and projected income and return on investment. Cash flow, income statement, balance sheet, breakeven analysis, ratio analysis and risk management.

(3) CASE WRITING

DETAIL REPORT ON ALL POINTS ABOVE (I – V) TOGETHER WITH THE TEACHING NOTES

g. Submission of the Complete Project Report

After revisions on the project papers, Participants will then end with the final and completed paper, which is to be submitted directly to the respective supervisor for a final evaluation. In any case, if there are minor corrections, Participants are instructed to revise and resubmit the paper before binding it with a hard cover. **Supervisors submit final marks to CD/CoE office upon signing hardbound copies of the report. Without the hardbound copies, the maximum marks a supervisor can give to a Participant is a 30%. 30%+ should be given to those Participants who will submit their proposal (chapter 1, 2 & 3) as spiral bound copy to their respective supervisors. Supervisor has to pass that spiral bound chapters along with the marks. If the Participant fails to show any progress, they will get less than 30%+ based on their work progress, even supervisors are allowed to provide 0 marks.**

Participants should submit two hardbound copies of the project paper and 1 spiral copy to CD office along with the submission checklist. Checklist can be downloaded from the website: www.nifm.ac.in/pgdmfm/download/project. Upon completion of the course, participants must upload the

soft copy to the website <http://www.nifm.ac.in/myform/view.php?id=30117>. Distribution of the Project reports are as follows:

- Supervisor (1 hard bound copy)
- NIFM CoE Office/Library (1 hard bound copy)
- Examiner (1 spiral bound copy)

A participant, with an approval from his or her supervisor, may publish a paper extracted from the project, provided acknowledgement is given to the NIFM.

The content of the project paper (excluding references and appendices) should **be between 20,000 – 22,000 words (Research Study; Corporate and Business Plan; Case Writing)**. Participants intending to submit a project exceeding the stipulated length must apply to NIFM at least 1 month **BEFORE** the date of submission.

Participants must provide the turnitin similarity index report and word-count report as attachment to their project papers. The similarity index should not exceed 20%. If any student fails to comply with these norms, they will receive the passing marks regardless of the marks given by the supervisor. This rule is applicable for late submission as well.

The project must be written in **English**; font size 12, Times New Roman, 1 ½ Spacing. The final project report must be permanently bound. A Buckram type cover must be used and written with golden ink for the lettering. The minimum size of the letters should be 18 point. **The cover color should be black** (codes: 585). Samples of project front cover, project spine, numbering a chapter, sub-headings in the chapter and page continuation are shown in end of the pages.

h. Project Evaluation

Submitted completed project papers are evaluated appropriately based on the types of project registered. The evaluation criteria for research study, corporate and business plan and case study are shown in the following page.

Guidelines

- The Course Directors will seek inputs on topics/areas from the sponsoring organisations of the participants on which project shall be conducted.
- The Synopsis of the project / project proposal shall be finalised and submitted along with the first three chapters before participants leave for the field work.
- The format for evaluating the project report will constitute due weightage both to the internal and external supervisors. For PGDM(FM) the weightage for Internal, External examiners be 30% : 30% and the Viva and Presentations be given 40% weightage.
- The submission of project report must include field supervisor's certificate (if applied) along with that of the internal supervisor that the work has been done by the participant and is satisfactory to count towards Project Work requirements of PGDM(FM).
- The Project Work may also include Case Study, Business Plan and Academic research. Members were of the opinion that the Case Study shall be based on the field visit.
- The similarity index of upto 20% may be allowed which will be checked through Plagiarism checking software. All submission of PGDM (FM) Project Report would be subjected to this test.
- The format of the Project Report shall be based on the Chicago Manual of Style Guidelines.
- The Project report can be submitted either of Hindi or English language;
- If a participant does not complete the project by following stipulated norms, his/her mark sheet shall not be released and also will not get the PGDM(FM) degree.

(1) RESEARCH STUDY

Scoring scale 0 = no evidence 1 = little evidence or major flaws 2 = adequate minimum standards 3 = Research well done, few minor omissions, met standards 4 = Research well done, exceeded minimum standards	(a) Weightage (%)	(b) Score (0-4)	(a)x(b)/ 4 Total	Comments
1. Chapter 1 - Introduction Definitions – defines important terms Problem or need – Stated clearly; explains causes or events leading to problem or need Research objectives, research questions – stated clearly; appropriate in number Limitations – Includes enough limitations to permit exhaustive investigation	15			
2. Chapter 2 – Literature Review Discusses prior research relevant to topic Provides current/update empirical studies in the literature Arguments is well-written Synthesized and evaluated Clearly identified research gaps	20			
3. Chapter 3 – Research Methodology Method has a clear research design Choice of method is consistent with research questions/research objectives Instrument design is well developed Provides appropriate sampling design Data collection is clearly explained Analysis techniques are clearly explained	15			
4. Chapter 4 – Data Analysis Consistent with methodology section Well-organized Well-interpreted	15			
5. Chapter 5 – Recommendations & Conclusions Discussion provides explanations to research questions/ research objectives Discussion has clearly linked the current study with past literatures The study generates implications to managerial practice and theory Suggestions are made for future studies	15			
6. Writing Continuity/ transitions – includes continuity between topics; includes transitions from topic to topic Sentences – includes complete sentences; uses parallel construction; uses subject-verb agreement Clarity – uses active voice and conversational tone to make it an easy read; engaging Writing mechanics – less than 5 errors in spelling, grammar and punctuation List of Reference	10			
7. Adherence to the Norm On time submission – examiner’s copy and office copies are submitted on due time Similarity index is maximum 20%	10			
Total	100			

(2) CORPORATE & BUSINESS PLAN

Scoring scale 0 = no evidence 1 = little evidence or major flaws 2 = adequate minimum standards 3 = Research well done, few minor omissions, met standards 4 = Research well done, exceeded minimum standards	(a) Weightage (%)	(b) Score (0-4)	(a)x(b)/ 4 Total	Comments
1. Cover Page All information present, including: -Name of the Business -Company logo -Any other information that you feel is pertinent	2			
2. Table of Contents Includes each major section. Includes page numbers. Organized and neat.	2			
3. Executive Summary Each key section briefly summarized. Specifically answer the followings: -What business are you in? -Where will you locate and why? -What is your product/service? -How much capital will be needed? -Why should someone invest in your company	4			
4. Business Description Basic information (mailing address, phone number, website, email, etc.) Legal form (partnership, corporation, etc.) – be specific Mission statement Goals & objectives Nature of business, its primary product/service, its current status (start-up/buyout)	5			
5. Product or Service Description Give sufficient detail to enable investors to develop a working understanding of what the company sells May include photographs, schematic drawings, and descriptive scenarios Describe how product/service fills a gap in the market or how your product/service is “better, cheaper, and/or faster” than what is currently available Focus on the benefits of each feature Feature refers to what the product/service is Benefits refer to what the product/service does Growth Strategy	10			
6. Industry, Target Customer, & Competitor Analysis Describe the broader industry in which you will be competing Identify the different segments of the industry Describe in detail the niche in which you plan to participate Specifically identify the target market Review of firm’s top competitors & their relative market share Examine markets that competitors serve & the strategies they employ Describe barriers to entry and articulate strategies for overcoming them Barriers to entry (characteristics of an industry that make it difficult to start new ventures) Describe expected response from competitors	10			
7. Market Analysis Describe how the firm will reach and service customers within a given market Explain the marketing strategy How will customers be identified and attracted? Pricing strategies Selling approach & Type of sales force Describe advertising and promotion campaign Media used—viewer/listener profiles Media costs, Frequency of usage Plans for generating publicity Web presence Credit and pricing policies Budget for marketing plan (Hint: Leverage as much free advertising as possible)	10			

Scoring scale 0 = no evidence 1 = little evidence or major flaws 2 = adequate minimum standards 3 = Research well done, few minor omissions, met standards 4 = Research well done, exceeded minimum standards	(a) Weightage (%)	(b) Score (0-4)	(a)x(b)/ 4 Total	
8. Location & Layout Location Demographic analysis of location versus target customer profile Traffic, Lease/Rental rates Labor needs & supply, Wage rates Layout, Size requirements & Layout plan (suitable for an appendix)	5			
9. Management Team Emphasize relevant expertise that each team member experience education Duties List & highlight strengths of other stakeholders who will contribute management or consulting expertise Board of Directors, Advisory Board List legal counsel or other professional service firms such as accounting, management, etc.	5			
10. Financial Projections - Accurate, correct format, consistent, realistic Should be conservative but achievable; reasonable yet compelling Sales forecast Lists product(s)/service(s) to be sold Price at which product(s)/service(s) will be sold Number of units of each product/service that will be sold each month Pro-Forma Financial Statements Income Statement (Profit & Loss Statement) Cash Flow Statement, Balance Sheet, Breakeven Analysis, Ratios	20			
11. Loan or Investment Proposal Amount requested Purpose and uses of funds Repayment or "cash out" schedule (exit strategy) Timetable for implementing plan and launching business	5			
12. Appendices The Appendices (beginning on a separate sheet at the end of your plan) can include pertinent information about yourself and your business that is not included elsewhere in the plan. DO NOT REPEAT INFORMATION FROM PREVIOUS SECTIONS. The appendices should be used to complement or supplement your previous information. Some possible details to include are 1. Organizational structure (if not previously listed), including management structure, organization chart(s), and resumes of key people 2. Major assumptions you have made in preparing the plan 3. Brochures or other published information describing the product(s) and service(s) you provide 4. Layout schematic 5. Details of objectives and goals 6. Catalogue sheets, photographs, or technical information 7. Web page design 8. Anything else that is pertinent	5			
13. Writing Style & Grammar Structured and coherent Spelling, capitalization, punctuation, grammar, word choice, and sentence structure No glaring grammar mistakes and proper use of punctuations	7			
14. Adherence to the Norm On time submission – examiner's copy and office copies are submitted on due time Similarity index is maximum 20%	10			
Total	100			

(3) CASE WRITING

Scoring scale 0 = no evidence 1 = little evidence or major flaws 2 = adequate minimum standards 3 = Research well done, few minor omissions, met standards 4 = Research well done, exceeded minimum standards	(a) Weigh tage (%)	(b) Scor e (0-4)	(a)x(b) /4 Total	Comments
1. Central Issue & Case Problem The central issue is relevant and interesting The problem of the case is interesting and important Relevance of the case problem(s) to 'solve' the issue(s)	10			
2. Introduction Introduced the case well, where problem of the case implied and interesting	5			
3. Industry/ Company Backgrounds Are industry and company backgrounds relevant to the central issues Sufficient information is provided related to the company (its operation, industry and competitors)	10			
4. Case Story The case story provides sufficient information to highlight the case problem The whole case story is properly linked with the central issues and case problem Appropriate data collection technique is employed	15			
5. Case Closure The case is properly concluded	5			
6. Teaching/ Learning Value The case introduce teaching values with the use of selected industry/ company and identified problem	5			
7. Supports & Clarity on Argument Supports on arguments given through date, charts, tables or diagrams Not long winded but straight to the point	5			
8. Learning objective (s) The case learning objectives are clearly stated & relevant to the audience	5			
9. Theoretical/ conceptual foundation addressing any particular theory/model/topic within a specific field	5			
10. Instruction/ suggestion on how to approach teaching using the case	5			
11. Alternative courses of action are described	5			
12. Recommendations Which one (s) are the best alternatives and why	5			
13. Writing Style & Grammar Interesting, structured and coherent No glaring grammar mistakes and proper use of punctuations	8			
14. Sources of information & reference list is given	2			
15. Adherence to the Norm On time submission – examiner's copy and office copies are submitted on due time Similarity index is maximum 20%	10			
Total:	100			

i. PGDM(FM) AWARD

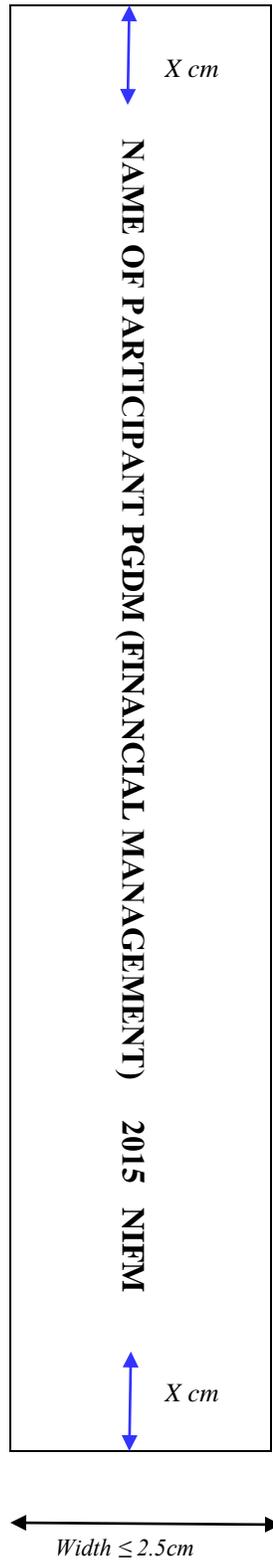
Participants who have successfully completed their project papers are entitled to get an award of PGDM(FM).

4. EVALUATION SYSTEM

The normal basis of evaluation system as applied at NIFM shall be followed.

EVALUATION DESIGN

SAMPLE OF PROJECT REPORT SPINE



<TITLE OF DISSERTATION, DOUBLE SPACED
AND CENTERED, ALL UPPERCASE, INVERTED
PYRAMID FORM>

by

<STUDENT'S FULL OFFICIAL NAME, ALL UPPERCASE>, <Previous Degrees>

< PROJECT REPORT >

Under the Supervision of

< SUPERVISOR FULL OFFICIAL NAME, ALL UPPERCASE >

National Institute of Financial Management

in Partial Fulfillment of the Requirements

for the Degree of

<NAME OF DEGREE, ALL UPPERCASE, WORDED AS IN GRADUATE CATALOG>

Submitted at



NATIONAL INSTITUTE OF FINANCIAL MANAGEMENT

(An Institution of Ministry of Finance, Government of India)

Faridabad

<Month (May, July, or December)> <Year>

Copyright

by

<Student's name>

<year>

Dedication

<OPTIONAL: Centered with no indent. If you do not include a Dedication, delete the entire page **including the page break below**>

PGDM (FM) PROJECT STATUS VALIDATION FORM

NATIONAL INSTITUTE OF FINANCIAL MANAGEMENT

DECLARATION OF GRADUATE PROJECT PAPER AND COPYRIGHT

Author's full name : _____

Date of birth : _____

Title : _____

Academic Session : _____

I declare that this graduate project is classified as:

CONFIDENTIAL (Contains confidential information)

RESTRICTED (Contains restricted information as specified by the organization where research was done)

OPEN ACCESS I agree that my graduate project to be published as online open access (full text)

I acknowledged that NIFM reserves the right as follows:

1. The graduate project is the property of NIFM.
2. The NIFM library has the right to make copies for the purpose of academics/research.
3. The library has the right to make copies of the project for academic exchange research only.

Certified by :

SIGNATURE

SIGNATURE OF SUPERVISOR

Enrolment NO.(_____)

NAME OF SUPERVISOR

Date :

Date :

Acknowledgements

<OPTIONAL: If Acknowledgements page is not used, delete the entire page, including the following page break. **Do not delete the section break at the end of the previous page (the title page).** It is needed to initiate page numbering.>

Declaration

I, Name of Participant, student of PGDM (Financial Management) □Batch□ hereby declare that the project report titled “□Title of the Project report□” which is submitted by me to the National Institute of Financial Management, Faridabad in partial fulfillment of the requirement for the award of the degree of Post Graduate Diploma in Management (Financial Management) has not previously formed the basis for the award of any Degree, Diploma Associateship, Fellowship or other similar title or recognition. This is to declare further that I have also fulfilled the requirements of PGDM (FM) Guidelines for Project Report.

Place:

□NAME OF PARTICIPANT□

Date:

CERTIFICATE

On the basis of declaration submitted by [Name of Participant], student of PGDM (FM), I hereby certify that the thesis titled “[Title of the Project Report]” which is submitted to the National Institute of Financial Management, Faridabad in partial fulfillment of the requirement for the award of the degree of Post Graduate Diploma in Management (Financial Management), is an original contribution with existing knowledge and faithful record of project carried out by him/her under my guidance and supervision.

Place:

(Name of Supervisor)

Date:

Designation

Signature of Head of the Department

Abstract

<OPTIONAL: If Abstract page is not used, delete the entire page, including the following page break.>

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[IMPORTANT: Never delete the section break below. It is needed to initiate page numbering from the next page onwards. In case, you do not need a List of Illustrations page and you are deleting this page, make sure the section break is retained and goes to the end of the previous page. **This text is for information only. Delete this text after reading.**]

<MAJOR SECTION - *HEADING 1,H1*>

[Using Major Section is optional and most theses and dissertations don't use them. If you do choose to use Major Section, make sure it is Heading1, H1 since this is needed to generate table of contents automatically.]

<Chapter 1: Chapter Title - *Heading 2,h2*>

<Body text to begin here. The following sample text and headings are for information only. Delete them after browsing.>

[*Text,t*: The first line of each paragraph is indented one-half inch, as shown, and the lines are justified, i.e., the right margin is even rather than ragged.

Paragraphs with the styles *Heading 1,h1* or *Heading 2,h2* applied can be extracted to appear in the table of contents with automatically. Use these styles ONLY for the respective headings and not for any other text in the document. Major Section: *Heading1,h1* is an optional heading. Delete the entire paragraph if you do not use it.¹

1.1 THIS IS AN EXAMPLE SECTION IN CHAPTER1 - *HEADING 3,H3*

Paragraphs with the style *Heading 3,h3* applied can be extracted to appear in the table of contents as level 1 sub sections under the chapters.

1.1.1 A Subsection under Section 1.1 - *Heading 4,h4*

Paragraphs with the style *Heading 4,h4* applied can be extracted to appear in the table of contents as level 2 subsections.

This is a Topic under section 1.1.1 - *Heading 5,h5*

Paragraphs with the style *Heading 5,h5* applied can be extracted to appear in the table of contents as level 3 sub headings.

Another Topic under section 1.1.1 - *Heading 5,h5*

Paragraphs with the style *Heading 5,h5* applied can be extracted to appear in the table of contents as level 3 sub headings.

¹This is a sample footnote.

Yet another Topic under section 1.1.1 - *Heading 5,h5*

Paragraphs with the style *Heading 5,h5* applied can be extracted to appear in the table of contents as level 3 sub headings.

1.1.2 A Second Subsection under Section 1.1 - *Heading 4,h4*

Paragraphs with the style *Heading 4,h4* applied can be extracted to appear in the table of contents as level 2 subsections.

Paragraphs with the style *Heading 7,h7* applied can be extracted to appear in the list of tables. Remember that captions for tables are placed above the table. For all other material (figures, illustrations, maps, slides etc...), caption is placed below the illustration. Style *Heading 7,h7* is used for naming tables, for example:

Table 1.1: Example of *Heading 7,h7* format.

12	123	1234
23	234	2345

Paragraphs with the style *Heading 8,h8* applied can be extracted to appear in the list of figures. Style *Heading 8,h8* is used for naming figures , for example:



Figure 1.1: Example of *Heading 8,h8* format.

Paragraphs with the style *Heading 9,h9* applied can be extracted to appear in the list of illustrations. Style *Heading 9,h9* is used for naming illustrations, for example:



Illustration 1.1: Example of Heading 9,h9 format.

<Chapter 2: Chapter Title - *Heading 2,h2*>

<Body text to begin here. The following sample text and headings are for information only. Delete them after browsing.>

[*Text,t*: The first line of each paragraph is indented one-half inch, as shown, and the lines are justified, i.e., the right margin is even rather than ragged.

Paragraphs with the styles *Heading 1,h1* or *Heading 2,h2* applied can be extracted to appear in the table of contents with automatically. Use these styles ONLY for the respective headings and not for any other text in the document. Major Section: *Heading1,h1* is an optional heading. Delete the entire paragraph if you do not use it.²

2.1 THIS IS AN EXAMPLE SECTION IN CHAPTER2 - *HEADING 3,H3*

Paragraphs with the style *Heading 3,h3* applied can be extracted to appear in the table of contents as level 1 sub sections under the chapters.

2.1.1 A Subsection under Section 1.1 - *Heading 4,h4*

Paragraphs with the style *Heading 4,h4* applied can be extracted to appear in the table of contents as level 2 subsections.

This is a Topic under section 2.1.1 - *Heading 5,h5*

Paragraphs with the style *Heading 5,h5* applied can be extracted to appear in the table of contents as level 3 sub headings.

Another Topic under section 2.1.1 - *Heading 5,h5*

Paragraphs with the style *Heading 5,h5* applied can be extracted to appear in the table of contents as level 3 sub headings.

Yet another Topic under section 2.1.1 - *Heading 5,h5*

Paragraphs with the style *Heading 5,h5* applied can be extracted to appear in the table of contents as level 3 sub headings.

²This is a sample footnote.

2.1.2 A Second Subsection under Section 2.1 - *Heading 4,h4*

Paragraphs with the style *Heading 4,h4* applied can be extracted to appear in the table of contents as level 2 subsections.

Paragraphs with the style *Heading 7,h7* applied can be extracted to appear in the list of tables. Remember that captions for tables are placed above the table. For all other material (figures, illustrations, maps, slides etc...), caption is placed below the illustration. Style *Heading 7,h7* is used for naming tables, for example:

Table 2.1: Example of *Heading 7,h7* format.

12	123	1234
23	234	2345

Paragraphs with the style *Heading 8,h8* applied can be extracted to appear in the list of figures. Style *Heading 8,h8* is used for naming figures , for example:



Figure 2.1: Example of *Heading 8,h8* format.

Paragraphs with the style *Heading 9,h9* applied can be extracted to appear in the list of illustrations. Style *Heading 9,h9* is used for naming illustrations, for example:



Illustration 2.1: Example of *Heading 9,h9* format.

2.2 THIS IS A SECOND SECTION IN CHAPTER2 - *HEADING 3,H3*

Paragraphs with the style *Heading 3,h3* applied can be extracted to appear in the table of contents as level 1 sub sections under the chapters.

References

[This section may also be titled “References”, “Works Cited”, or “Bibliography”.]

[Campbell, W. G. 1990. *Form and Style in Thesis Writing, a Manual of Style*. Chicago: The University of Chicago Press.]

[Turabian, K. L. 1987. *A Manual for Writers of Term Papers, Theses, and Dissertations*. 5th ed. Chicago: The University of Chicago Press.]

Glossary

<OPTIONAL: If Glossary not used, delete the entire page, including the following page break>

Appendix

<OPTIONAL: If Appendix not used, delete the entire page including the following page break>

Curriculum Vita

<The vita is a brief biographical sketch of the writer. It should include the writer's date and place of birth; name of parents; schools and colleges attended; degrees awarded; publications and experience in teaching, business, and industry; military service, if any; and a permanent address. The vita should ideally be one page. The permanent address and name of the author should appear at the end of the page.>

Permanent address: <Street Name>
<City, State, Pin>

This dissertation was typed by <the author, or typist's name>.

APPENDIX O: Provisional letter of approval from the selected case company

Date:

Address:

Consent to Provide Information

Title:	
Name of the participant:	
Enrolment Number:	

I hereby confirm that I have reviewed the above entitled case study. I have no objection to provide my consent to use the given information in order to complete the graduate project of the above mentioned student.

Thank you.

Yours sincerely,

Name:

Position:

Address:

Phone:

Email: