BACHELOR OF BUSINESS MANAGEMENT (HONOURS)

A PROJECT PAPER HANDBOOK

CONTENTS

1.0   INTRODUCTION

The project paper is viewed as the capstone of the BBM programme. In this project students integrate concepts, skill, and methods learned in their coursework into a written paper. The project paper are to be approximately 30-40 double-spaced pages but under no circumstance should a project paper exceed 50 pages. Quality is more important than quantity in a project paper.

A good project paper should have the following characteristics:

a.   It should demonstrate that a student is capable of conducting research, writing a critical review of the literature, applying statistical tools to analyze data and interpreting the results.

b.   It makes a contribution to be business administration.

c.   It makes evident the link between research objectives, literature review, conceptual framework and findings.

d.   Its writing quality reflects that considerable effort has been invested in producing the final draft.

e.   It is well edited and has been thoroughly checked for spelling, grammatical, punctuation and typographical errors. Text citations and references conform to the American Psychological Association (APA) referencing style. The language is kept simple and concise and there is a minimum of unnecessary words.

The purpose of this set of guidelines is to provide a positively oriented set of practical suggestions in preparing and submitting Project Paper for the Bachelor in Business Management (BBM) programme. Observance of this guideline will help a student to avoid unnecessary, costly, and time- consuming revisions.

2.0   THE PROJECT PAPER PROCESS

The project paper should identify some problem, policy or issue within the field business management. Topics are most likely to be of an applied nature, though theoretical questions are not necessarily unsuitable. The following procedure shall be observed in sequence for the completion of project paper (see Appendix I for the project paper proposal submission process):

2.1   Procedure for the Completion of the Project Paper

2.1.1   Students registers for MGT 3390 and identify the proposed research area. Students are encouraged to do some reading to get a better idea of the possible areas of research that are of interest to them.

2.1.2   Approach a potential supervisor to seek his/her approval to supervise their research. The list of potential project paper supervisors is available at the IIUM Centre for Continuing Education (ICCE). Selection of potential supervisors should be based on their respective areas of expertise / research interest.

2.1.3   If the supervisor is agreeable, discuss the proposed research in more detail, and with the guidance of the respective supervisors, complete the project paper proposal form.

2.1.4   Upon approval of the proposed area of research and the supervisor, the students proceeds with the research in consultation with his /her supervisor. Students are required to communicate or meet with the supervisor regularly. Please note that students who wish to graduate in the university's annual convocation ceremony of a particular year are

strongly encouraged to plan their research schedule such that they will be able to submit their project paper to the BBM-PC latest by four month prior to the date of the date convocation. This will allow sufficient time for the evaluation of the project paper and for the student to make minor corrections as required, if any.

2.1.5   Once the project paper is deemed to be ready for submission by the supervisor, he/she shall certify that it is of acceptable standard in content quality and presentation style by signing the supervisor endorsement form.

2.1.6   The students shall submit to the BBM PPC two (2) copies of the project paper in temporary ring binding. The copies shall be checked for conformity with the BBM Project paper Guidelines. In the event that the project paper fails to conform to the stipulated format, the BBM PPC will automatically REJECT the project paper. Consequently, the project paper will NOT be sent for evaluation until and unless the students re-submits two (2) copies of the project paper which is in accordance of the stipulated guidelines mentioned above. The two copies of the project paper will then be sent to the supervisor and one (1) examiner, respectively, for evaluation and grading. The examiner will be appointed by the BBM PPC.

2.1.7   The supervisor and the examiner will then evaluated the project paper, indicating areas that need revisions (if any) and submit an evaluation report to the BBM PPCC not later than four (4) weeks after he/she receives the project paper from the BBMM PPC. The BBM PPC shall require the supervisor and the examiner to assign specific numerical

marks to the project paper in the evaluation report. The report shall also place the project paper into one of the following categories:

    a.   Pass

    b.   Pass with minor correction

    c.   Major revision required. Resubmission

2.1.8   The supervisor's and examiner's evaluation of the project paper will then be compared. If the evaluation is comparable, i.e. both the supervisor and the examiner categorize the project paper in the same category (other than category 'c') the marks will be averaged and endorsed in a BBM-PPC meeting. If the project paper has been categorized under 'a' by one examiner and under 'b' by the other, students will then be asked to do the minor corrections and the marks averaged as above. However, if either one, or both of the examiners classify the project paper under 'c', then students will be required to revise the project paper and resubmit to the BBM-PPC. The project paper will then be subjected to another round of evaluation similar to the one described above.

2.1.9   If the project paper falls under (b) above, the BBM-PPC shall hold the supervisor responsible to determine and confirm that all necessary correction have been made, within a period which shall not exceed one (1) month. Upon resubmission of the revised project paper, the students will be required to attach the supervisor's endorsement that he /she has made all required correction.

2.1.10   If the project paper falls under (c) above, the students will be given a maximum time period of six (6) months to make the required corrections, under the guidance of his/her supervisor. The students is then required to resubmit the revised project paper to the BBM-PPC for evaluation.

2.1.11   Once the students has made all revisions in accordance with the supervisor's and examiner's reports, the supervisor shall certify that the project paper is of acceptable standard in content quality and presentation style. One copy of the revised project paper (in temporary ring-binding) shall be submitted to the BBM-PPC to be checked again for conformity to the format stipulated in the BBM Project Paper Guidelines.

2.1.12   Generally, no oral presentation of the project-paper is required at the submission stage. The BBM-PPC however, reserves the right to require a students to defend his/ her research if deemed necessary.

2.1.13   Upon final approval from the BBM-PPC, the students shall submit to the ICCE three (3) copies of the project paper in permanent hardcover binding.

2.1.14   ICCE shall retain one hardcover copy; send one copy to the supervisor and one copy to the library.

2.1.15   ICCE shall table the grade awarded for the project paper to the university senate for final endorsement. Appendices I and II depict the entire project paper process from identification of the research area and potential supervisor to submission of three (3) hardbound copies to the ICCE.

3.0 GUIDELINES IN PREPARING PROJECT PAPER PROPOSAL

3.1 Choose a Topic

A good research paper ought to meet the following eight qualification:

a. The topic will enable you to fulfill the assignment

b. The topic interests you enough to work on it

c. The topic will teach you something

d. The topic is of manageable scope

e. You can bring something to the topic

f. Enough information on the topic is available to you

g. The topic is suitable for your audience

h. The topic lets you demonstrate all your abilities that a research paper is meant to show

3.2 Completing the Proposal Form

a. Format: All proposal forms are to be typed according to the specified format. See Appendix II (BBM Project Proposal Form) of these guidelines for a sample.

b. Research Objectives: In this part, students are required to list the objectives of their proposed research.

c. Proposed Research Method: Students are required to indicate the research methods to be used, by ticking the appropriate method listed in the revised proposal form. Please note that the category "Secondary Data" refers to research studies which will utilize (i.e. use, analyze and interpret) data from secondary sources e.g., company annual reports, government statistics, financial data from Bloomberg, etc.

4.0 THE ORGANIZATION OF THE PROJECT PAPER

4.1 Sequence of Chapters

A typical format of the project paper will usually have the following sequence of chapters. However, students may decide on the specific title of each chapters of the paper depending upon their individual style, area of research etc. it is always useful for the students to discuss with his/her supervisor on the structure or organization of the project paper before writing commences.

4.1.1 Chapter One: Introduction

The purpose of this chapter is to state the research problems/ issues/hypotheses that will be examined in the project paper. This should provide the background of the study and indicate to the reader in general terms what the research intends to study. Generally, the following sub-sections are included in writing the introduction chapter of project paper:

    a.   Background of the study – this section should inform the reader with the problems to be dealt with, by establishing a frame of reference for the problems.

    b.   Objective(s) of the study, Research Questions and /or Hypotheses- thus section should describe in detail, the research objectives, research question, and/or hypotheses of the research.

    c.   Statement of the problem- A problems statement needs to clearly convey the issues of concerns addressed why the study is undertaken, and why it is important. A problems statement needs to be justified by life experiences, workplaces experiences, and most importantly-previous research.

<ol type="a" start="4">
Significance of the study –this section should state the contribution of the research to theory, practice and policy.
Limitations of the study- this section should discuss the limitations/contribution of the study.
Definition of Terms. This section provides operational definitions of all principal variables in the study.

4.1.2   Chapter Two: Literature Review

The main purpose of the literature review chapter is to expand upon the context and background of the study, to further define the problem, and to provide empirical and theoretical bases for the research. In other words, this chapter needs to clarify the relationship between the proposed study and previous work conducted on the topic. Sub-headings should reflects the major variables of the literature review. It is recommended that the sub-section under each sub-heading begin with a sentence introducing the purpose, content or relevant of the literature to be reviewed in the subsection and end with a sentence summarizing the conclusions or trends evident from the literature reviewed in that sub-section.

4.1.3   Chapter Three: Research Design and Methodology

The methodology chapter describes the exact steps that will be undertaken to address the hypotheses and/or research question. The aim of this chapter is to provide a complete description of the specific steps to be followed, in sufficient detail, to allow a reader to replicate the study. The usual sub-sections in this chapter will vary, depending on whether the research is quantitative or qualitative.

The following sub-sections may be relevant in the methodology chapter in a quantitative study:

    a.   Subjects or respondents

    b.   Instrumentation

    c.   Procedures

    d.   Data analysis

    e.   Summary

Qualitative studies must meet the same criteria for completeness that quantitative studies do, that is, they must be able to describe in sufficient detail the methods and procedures to permit replication of the study. However, it should be noted that the sub-headings for different project papers using a qualitative approach might vary, depending on the actual research methods used. In discussing the methodology, whether for quantitative or qualitative research, it must always be linked to what has been said in the problem/ hypothesis statement in the introduction and the literature review chapters. This is important to justify the choice of method used in the study.

4.1.4   Chapter Four: Data Analysis and Findings

Tables and graphs are usually essential to a data analysis and findings chapter, with the text describing in words what are shown in the tables and graphs. Most data analysis and findings chapters begin with a description of the sample. Simple demographics can be presented in written or tabular format. After describing the sample, the next step is probably to address the research objectives or the first sub-heading. The second research objective or hypothesis may be the next sub-heading, and so on.

The data analysis and findings chapters of a qualitative research will be slightly different; however, the main concern should still be 'making sense' of the data. The methods of analyses may differ, the standards upon which reliability and

validity are judged may not be the same, and the raw data upon which analyses is based assumes very different forms. Nevertheless, clearly written and documented analysis, the use of table and graphs, and a careful consideration of the order and logic of the presentation serve as the foundation of quality research, regardless of the type of research.

4.1.5   Chapter Five: Conclusions and Recommendations

This chapter is often the most difficult to write because it is the least structured. In the introduction, literature review, methodology, and data analysis and findings chapters, the details of the research dictate the content, but not in the conclusions chapter. This chapter, however, does have a frame of reference- the introduction chapter. The points raised in the introduction chapter must be responded to in the conclusions chapter. The conclusions chapter ties the results of the study to theory, practice and policy by pulling together the theoretical background, literature review, potential significance for application and results of the study. It does help however, if we understand the function of this chapters. The last chapter has the following functions:

  a.   To conclude or summarize the findings of the study in the form of conclusions. It is useful to begin the last chapter with a summary of the main findings. This helps to orient readers to the discussion that follows.

  b.   To interpret- Here ,this section is designed to answer the following question:
      i.   What do the findings mean?
      ii.   Why did the result, if any, not turn out as expected?
      iii. What circumstances accounted for the unexpected outcomes, if any?

iv. What circumstances accounted for the limitations of the study?

c. To integrate – this section attempts to tie the results together to achieve meaningful conclusions and generalizations,

d. To theorize- wherever possible, the conclusion chapter should also attempt to integrate the findings into an existing theory or generate original theory. In the former case, you should state in either the introduction chapter or the literature review chapter, the existing theory that is to serve as a frame of reference.

e. To recommend or apply – since management and business administration are applied fields, research in these areas should provide recommendations that can be applied in practice.

f. To suggest extensions- this chapter should be concluded with suggestions for further research, replications, or refinements, thus indicating directions that futures research should take. The suggested extensions can be offered in general or more specific form.

4.2 Some Common Error in Project Paper

4.2.1 The Problem Statement

a. The problem statement is too long or too trivial or not important.

b. Problems statement is ambiguous, wordy and too long.

c. Important definitions are omitted

4.2.2 Literature Review

a. Not related to the objectives of the study.

b. Merely a list of summaries- lack of connection or flow of ideas.

4.2.3   Methodology

      a.   Research method is inappropriate.

      b.   Sources of data are not identified.

      c.   Test of validity and reliability not undertaken.

      d.   Inappropriate statistical procedures.

4.2.4   Findings

      a.   Incomplete findings.

      b.   Discussion of major findings are not linked to the research objectives, research questions and/ or hypotheses presented in the introductions chapter.

      c.   Biasness in reporting.

      d.   Not sufficiently supported by empirical evidences and facts.

      e.   Results and analysis poorly summarized.

      f.   Over generalization – concluding beyond the data collected and the scope of study.

4.3   The Arrangement of the Contents of the Project Paper

All project papers should be divided into appropriate chapters. Please bear in mind that the BBM-PPC deplores lengthy or confusing papers and the onus is on the students to provide a well-organized and well-written work. The following ordered list of project paper contents is supposed to serve as a guide. Not all project papers will included all items listed below, so students are advised to discuss this with their respective supervisors well in advance before they start writing to avoid unnecessary changes in the final version of the project paper.

4.3.1 List of Sections

a. Preliminary Pages (Roman Numbering)

    i. Title page (Which count a as page I, but does not show a number. See Appendix III)

    ii. Abstract

    iii. Approval Page (See Appendix IV)

    iv. Declaration and Copyright (See Appendix V)

    v. Dedication (Optional)

    vi. Acknowledgements (Optional)

    vii. Table of Contents (See Appendix VI)

    viii. List of Tables

    ix. List of Figures / Illustrations

    x. List of Abbreviations, Symbols / Specialized Nomenclature (if any – optional)

b. Text (Page 1 begins with Chapter 1)

    i. Chapter One: Introduction

    ii. Chapter Two: Literature Review

    iii. Chapter Three: Research Design and Methodology

    iv. Chapter Four: Data Analysis and Findings

    v. Chapter Five: Conclusions and Recommendations

    vi. Bibliography

c. Supplementary Pages (No Pagination)

    i. Appendices

    ii. Glossary (if any –optional)

    iii. Index (if any-optional)

4.4 Submission of Temporary – bound Copy to the BBM-PPV

Upon completion of the project paper, and with the supervisor's approval (The students is required to attach the supervisor's endorsement form when he /she submits the projects paper to the BBM-PPC), the students may submit the project paper to the BBM PPC for evaluation. The entire submission procedure is described in section I of the MBA/MOM Project Paper Guidelines. Please note that first submission of the project paper must be made in comb binding.

5.0   GENERAL FORMAT OF WRITING THE PROJECT PAPER

5.1   General presentation Guidelines

5.1.1   Language

The language of the project paper is English. Academic paper should normally be written in the 3rd person.

5.1.2   Paper

Size   A4 (21.0cm X 29.7cm)

Quality   Acid –free paper of at least 80gm weight

Color   White

5.1.3   Types of Printing Machines

Students are encouraged to use a personal computer (PC) to write their project paper. Near-letter quality impact printers may be used; however, dot-matrix ink-jet printers are not acceptable. Any word processer software such as Microsoft Word or Word or WordPerfect would be suitable to write the project paper. Students may also use Microsoft Excel, Lotus 123 etc. for tables, calculations or any other applications.

5.1.4   Font Size and Type

The text body should normally use a size of 11 or 12 Times New Roman font, unless otherwise specified. Sans Serif fonts are unacceptable.

No.	Section	Font Size
1.	Tables and Figures	10-point
2.	Footnotes	10-point
3.	Title Page	See Appendix III
4.	Table of Contents	See Appendix VI

The types in hold for headings and subheadings. Headings should be type in all upper case letters while sub-headings are to be typed in upper and lower case letter.

5.1.5 Font style

Only one font style (Times New Roman) may be used through the entire thesis, including the title page, acknowledgment, bibliography and appendices. Exceptions to this can only be made for tables/figures, illustrations imported from other sources. Italic variants of the same font style may be used for labels, foreign words, book titles or occasional emphasis. The usage of bold variants of the same font style and underlining in the text of headings and titles is at the student's discretion.

5.1.6 Headings

Chapter headings are to be centered and written in bold, upper case letters. The font size for chapter headings is 16 point. Other subheadings are to be aligned to the left margin and should be 14 point in font-size. Sub-headings should be in upper and lower-case. Underlining and boldface in the sub-headings is at the student's discretion.

5.1.7 Paragraphs

Spacing between two paragraphs in the basic text should be set at 4.0 spaces. The first sentence of a – paragraph should be indented to 6 spaces. A heading that appears as a last line on a page will be accepted. There should be a minimum of two lines of a paragraph at the bottom of the page under the heading.

5.1.8 Photocopying

All photocopied material must be clear, clean and sharp. Photocopied material on any page should be numbered as part of the project paper and should be within the

margins required by these guidelines. Any doubts about the quality of any photocopied material should be resolved with the consultation of the BBM-PPC.

5.1.9   Line Spacing

The project paper should be typed on one side of the page. The text should be double-spaced throughout, with single-spacing for exceptional circumstances only:

      a.   Abstract

      b.   Explanatory footnotes

      c.   Appendices

      d.   Long headings or subheadings

      e.   Long captions to tables, figures, or plates

      f.   Bibliography

      g.   Tables

      h.   Quotations

5.1.10   Margins and justification

Set the justification to "full" and the margins to the following measurements (see Appendix VII):

      TOP   : 1"

      BOTTOM   : 1.5"

      LEFT   : 1.5"

      RIGHT   : 1"

5.1.11   Pagination

The following plan of page numbering has been standardized and must be observed. All page number should be centered at the page.

      a.   Title Page: This page should not be numbered though it is counted as page number (i).

b. Preliminary Pages: Preliminary pages include all the sections that precede the text. They are arranged and numbered using small Roman numerals (i, ii, iii, etc.)

c. Text Pages: Use Arabic numerals. Page one should be the first page of Chapter One.

d. Supplementary Pages: No pagination.

No hyphens, periods, underlining or other marks should appear before, after or under the page number.

5.1.12 Use of footnotes

Footnotes must not be used for citing references. They should be used only for useful extensions and excursions of information in the body of the text. Footnotes should be numbered consecutively with superscript numerals. Footnotes should be in single spacing, using font size 10-point.

5.2 Abstract

An abstract is required in English only. The abstract is a one-paragraph, self-contained summary of the most important elements of the project paper. It should NOT be more than 200 words in length.

5.2.1 Heading

The Word "ABSTRACT" in all capital letters, centered at the top of the page.

5.2.2   Format

It should be written in block form (i.e. without indentations) and in complete sentences.

5.2.3   Content

The abstract should contain statement of the (1) research problem (2) methods (3) result and (4) conclusions and implications. Write in the past tense to report specific manipulations and procedures you employed in the study and the present tense to describe conclusions based on the findings.

5.3   Body

In the preparation of the body pf the text , rules pertaining to margins, font type, font size , line spacing , justification , pagination, etc. must be observed at all times without exception.

5.4   Text citations

Source material must be documented in the body of the paper by citing the author (s) and date(s) of the sources. The underlying principle here is that ideas and words of others must be formally acknowledged. The reader can obtain the full source citation from the list of references that follows the body of the paper.

    a.   When the names of the authors of a sources are part of the formal structure of the sentence, the year of publication appears in parentheses following the identification of the authors. Consider the following example:

> Wirth **and** Mitchell (1994) found that although there was a reduction in insulin dosage over a period of two weeks in the treatment condition compared to the control condition, the different was not statistically significant. [Note: **and** is used when multiple authors are identified as part of the formal structure of the sentence. Compare this to the example in the following section.]

b. When the authors of a sources are not part of the formal structure of the sentence, both the authors and years of publication appear in parentheses, separate by semicolons. Consider the following example:

> Review of research on religion and health have conclude that at least some types of religious behavior are related to higher levels of physical and mental health (Gartner, Larson, & Allen , 1991; Payne, Bergin, Bielema, **&** Jenkins, 1991). [Note: **&** is used when multiple authors are identified in parenthetical material. Note also that when several sources are cited parenthetically, they are ordered alphabetically by first authors' surnames.]

c. When a source that has two authors is cited, both authors are included every time the source is cited.

d. When a source that has three, four, or five authors is cited, all authors are included the first time the sources is cited. When that sources is cited again. The first author's surname and 'et al'. Consider the following example:

> Review of research on religion and health have that at least some types of religious behavior are related to higher levels of physical and mental health (Payne, Bergin, Bielema, & Jenkins, 1991).

e.   When a source that has sir or more authors is cited, the first author's surname and "et al" are used every time the sources is cited (including the first time).

f.   Every effort should be made to cite only sources that you have actually read. When it is necessary to cite a source that you have not read ("Grayson" in the following example) that is cited in a sources that you have read ("Murzynski & Degelman" in the following example), use the following format for the text citation and list only the sources you have read in the references list:

> Grayson (as cited in murzynksi & Degelman, 1996) identified four components of body language that were related to judgments of vulnerability.

g.   To cite a personal communication (including letters, emails, and telephone interviews), include initials, surname, and as exact a date as possible. Because a personal communication is not "recoverable" information, it is not included in the references section. For the next citation, use the following format:

B. F. Skinner (personal communication, February 12, 1978) claimed…

5.5 Quotations

5.5.1 Short Quotations

Short quotations of fewer than 40 words should be incorporated onto the text and enclosed by double question marks (" ").

5.5.2 Long Quotations

Display quotation of 40 words in a double- spaced block typewritten lines with no quotation marks. Do not use single-spacing. Indent five (5) to seven (7) spaces from the left margin without the usual opening paragraph indent. If the quotation is more than one paragraph, indent the first line of second and additional paragraphs five (5) to seven (7) spaces from the left t margin. Exact page reference MUST be given for all question.

5.5.3 A Note on Plagiarism

Making proper text citation and providing accurate referencing for quotation are crucial to help unsure that students do not intentionally, or otherwise, plagiarize the work of others. Authors who present the words, data, or ideas of others with the implication that they are their own, without attribution in a form appropriate for the medium of presentation, may be guilty of plagiarism and thus of research misconduct. Students are advised to pay serious attention to this matter, as it is a very serious offence to plagiarize the work of others. The best way to avoid plagiarism is to make proper documentation of the sources referred to in the project paper. Students are strongly cautioned that if evidence that a part of parts of a project paper has / have been plagiarized, the BBM-PPC reserves the right to fail the students concerned and to report the students to the Disciplinary Committee of the University.

5.6 Bibliography

Any research work, which make use of other works, either in direct quotation or by reference, must contain a bibliography, listing all these sources. Only works directly cited or quoted in the text should be included in the bibliography.

a) Pagination

  The bibliography begins on a new pages.

b) Headings

  BIBLIOGRAPHY (centered, in upper-case letters, on the first line).

c) Format

  The references (with hanging indent) begin on the line following the Bibliography heading. Entries are organized alphabetically by surnames of first authors. Most reference entries have three components.

5.6.1 Authors

Authors are listed in the same order as specified in the sources, using surnames and initials. Commas separate all authors. When there are seven or more authors, list the first six and then use "et al." for remaining authors. If no author is identified, the title of the document begins the reference.

5.6.2 Year of Publication

In parentheses following authors, with a period following the closing parenthesis. If no publication date is identified, use "n.d." in parentheses following the authors.

5.6.3 Sources Reference

To include title, city or publication, publisher (for book). Italicize titles of books, titles of periodicals, and periodical volume numbers. Examples of sources are:

i. Journal article

Murzynski, J., & Degelman, D. (1996). Body Language of women and judgements of vulnerability to sexual assault. Journal of Applied Social Psychology, 26, 1617-1626.

ii. Book

Paloutzain, R.F. (1996). Invitation to the psychology of religion (2nd ed.). Boston: Ally and Bacon

iii. Web document on university program or department Web site.

Degelman, D., & Harris, M.L. (2000). APA style essentials. Retrieved May 18, 2000, from Vanguard University, Department of Psychology Web site:

http:/ Avww.vanguard.edu/psychology/iDdex.cfm?doc_id=796 :

iv. Stand –alone document (no date)

Nielsen, M.E. (n.d). Notable people in psychology of religion. Retrieved August 3, 2001, from

http://www.psvwww.com/psvrelig/osvrelDr.htm

v. Stand-alone Web document (no author, no date)

Gender and society, (n.d). Retrieved December 3, 2001, from http:// www.trinity.edu/~mkearl/gender.html

vi. Journal article from database

Hien, D., & Honeyman, T. (2000). A closer look at the drug abuse-maternal aggression link. Journal of interpersonal Violence, 15, 503-522. Retrieve may 20, 2000, from ProQuest database.

vii.   Abstract from secondary database

Garrity, K., & Degelman, D. (1990). Effect of serve introduction on restaurant tipping. Journal of Applied Social Psychology, 20, 168-172. Abstract retrieved July 23, 2001, from PsycINFO database.

viii.   Article or chapter in an edited book

Shea, J.D. (1992). Religion and sexual adjustment. In J.F. Schumaker (Ed.), Religion and Metal Health (pp. 70-84). New York: Oxford University Press

5.7   Tables and Figures

Use font size 10-point and single spacing. Number all tables and figures with Arabic numerals in the order in which the tables are first mentioned in the text. Title of the tables and figures must be placed on the top. Charts and graphs must be centered. Sources (s) of data must be placed at the bottom left of the tables and figures, printed in font size 10-point. Refer to the example given in the next page.

Table 1: Car Sales, Selected World Markets, 1991-97

	000 'Units		Growth	
	1991	1994	1997	1991-97
SEA	621	261	585	14.0
Japan	4868	4210	4492	-1.3
NAFTA	9445	10154	9333	2.0
Western Food	13500	11934	13408	-0.1
World	33432	33359	36161	1.3

5.8 Appendices

All appendices should be placed after the bibliography. This section is optional and will depend on the content of the individual project paper. It contains supplementary illustrative materials, original data, and quotations too long for inclusion and not immediately essential to an understanding of the subject. This section may be divided into sections as Appendix I, Appendix II, Appendix III, etc., with appropriate titles. Any figures or tables included in the appendix should be numbered and captioned as for all text tables and figures.

5.9 Cover and Spine

5.9.1 Cover

The information printed on the cover must be with gold-colored letters of 16 points font size and must be in the following order (see Appendix VIII for more information):

The TITLE of the project paper appears at the top of the cover. It should include meaningful keywords descriptive of the subject and contents. Formulae, symbols, superscripts, Greek letters, acronyms and abbreviated forms in general are to be spelled out.

The NAME of the students used on the cover must match the name that appears on the Approval Page and Declaration and Copyright Page.

ICCE followed by INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA, appear in full upper-case letters at the bottoms of the page.

The top and bottom margins for the cover must be 25". All information printed on the cover must be centered.

5.9.2   Spine

Information printed on the spine must be with gold-colored letters of 16 point font size, and must be in the following order (see Appendix IX for more information):

     a.   Name of author

     b.   Acronym of the name of the degree (BBM)

     c.   Year e.g. 2003

     d.   Acronym of the name of the University i.e. IIUM

     e.   The top and bottom margins of the spine should be 2.5",

5.10   Binding

The first submission of the two (2) copies of the project paper manuscript for evaluation and examination purposes should be in temporary ring binding.

Final submission of the two (2) copies of the project paper (upon approval) must be in permanent hardcover binding. The color of the cover must be Black.

6.0   A NOTE ON WRITING STYLE

6.1   Abbreviations

Unless an abbreviation or acronym is so familiar that it is used more often than the full form (like GATT, IMF, NATO, OECD, PLO, FORM, ISIS, UMNO), Write the words in full on first appearance: thus Malaysian Trade Union Congress (MTUC). After the first mention, try not to repeat the abbreviation too often; for example, write the organization if it is not referred to again.

An abbreviation that can be pronounced (like NAFTA, ASEAN, UNESCO, UMNO, ISIS) does not generally require the definite article (use of *the* before the abbreviation). Other organizations, except companies, should usually be preceded by *the*; for example, the BBC, the KGB, the UNCHR, the EPU.

In the text, abbreviations, whether they can be pronounced as words or not (GNP, GDP, FOB, GIF, UFO, SDR, IOU, R&D) should be set in capitals, with no points. Use lower case for measurement abbreviations such as kg, km, lb, mph, etc. Abbreviations such as *i.e.*, *e.g.*, should be followed by commas. When used with figures, these lower-case abbreviations should follow immediately, with no space for example 9km, 25kg, 35mm, 45kw, 89rpm, 19th as should AD and BC (200BC and 1850AD) even though they are set in capitals.

6.2   Capitalization Rules

Capitalization is the writing of a word with its first letter in uppercase and the remaining letters in lowercase. Below are the capitalization rules for people, Organizations, places and historical periods.

6.2.1 People

For people use upper case for ranks and titles when written in conjunction with a name, but lower case when on their own. Thus, Prime Minister Mahathir Mohamed, Vice-President Gore, Queen Elizabeth, Professor Idrus, Chairman Mao, etc. On their own, we write, Dr. Mahathir, the Prime minister of Malaysia; the vice-chancellor, professor Yusof; Mr. Chuah, the chairman of ABC etc.

6.2.2 Organizations

Organizations, departments, ministries, acts, political parties, etc., generally take upper case when their full name is used. Thus, Ministry of Trade and Industry, Amnesty International, High Court, University Kebangsaan Malaysia, Petroleum Act, Treaty of Pangkor, Bank Negara Malaysia, Democratic Action Party, Republican.

6.2.3 Places

Use initial capitals to define geographical places, regions, areas or countries (The Hague, Britain, Middle East, East Asia, the Gulf, South-East Asia, Peninsula Malaysia).

It is not necessary to capitalize city, town, county, etc., if it comes before the proper name, for example:

> ..... *the city of Kuala Lumpur*
> ..... *Kuala Lumpur City*
> ..... *the district of Kuala Terengganu*
> ..... *Kuala Terengganu District*

6.2.4 Historical Periods

These are in upper case: the Great Depression, Renaissance, Middle Ages, Industrial Revolution, New Economic Policy.

6.3   Currencies

Normally, we use $ to refer to the United State Dollar (USD) as the standard international currency and in general convert currencies to $ on first mention. To avoid confusion, it is advisable to use US$. Example of other dollars that are differentiated by the initials are:

A$	Australian dollar	C$	Canadian dollar
NZ$	New Zealand dollar	S$	Singapore dollar

For Malaysian currency, the rules are:

RM150	No space between RM and 150
RM6	Not RM 6.00 or 6RM
RM3000 – 5000	Not RM3k – RM5k
RM3 million – 5 million	Not RM3m – RM5m
RM3 billion – 5 billion	Not RM3 – 5 billion
RM40.25	For 40 ringgit 25 sen

For other currencies, the rules are:

Philippines	1m pesos
Indonesia	2m rupiah
India	200 rupees
Japanese Yen	Y 5 billion
German Deutschemark	DM678

6.4   Dates

Stick to the conventional: day, month, year, in that order, with no commas, for example:

6th July	6th July 1999	August 1976
10th – 12th May 1995	1st May – 2nd June 2001	20th century
21st century ideas	1990s	Monday 7th June
1980-85	Mid-1990s	

6.5   Figures

6.5.1   Never start a sentence with a figure; write the number in words instead. Use figures for numerals from 11 upwards, and for all numerals include a decimal point or a fraction (e.g., 7.35,8 ¼). Use words for simple numerals from one to ten, except: in references to page; in percentages (e.g., 3.5 %) and in sets of numerals some of which are higher than ten (e.g., There were 12, 8 and 6 cases respectively).

6.5.2   Fractions should be hyphenated (one –third, three-quarters, two-fifths) and, unless they are attached to whole numbers (4 ¾, 25 ½), spelled out in words, even when the figures are higher than ten (a tent of them, a thirtieth anniversary).

6.5.3   Do not compare a fraction with a decimal. Avoid statements such as "the rate increased from 5 ½ to 7.15". Compare decimals with decimals, and fractions with fractions. Use fractions for rough figures (e.g., 20 ½ million population, about 1 ½ hectares) and decimals for more exact ones (e.g.: The index fell by 2.3 per cent).

6.5.4   Use m for million, but spell out billion, except in charts or tables, where *bn* is permissible. Thus, 4m, US$4m, 6 billion, RM6 billion.

6.5.5   Use 2000-3000, 2-3%, 2m-3m (not 2-3m) and 2 billion-3 billion or 2bn-3bn. But in a sentence "sales rose from RM5 m to RM5.8 m (not RM5m-5.8m);…estimated to between 7m and 8m (not 7m-8m); they decided by nine votes to six…(not 9:6).

6.5.6   Where a ratio is being used adjectively, figures and hyphens may be used, but only if one of the figures is greater than ten, thus a 25-20 vote, a 12-8 vote. Otherwise, spell out the figures and use, a three-to-two vote, a ratio of one-to six… (not 1:6).

6.5.7   Avoid using from 1950-60. Instead, use in 1950-60 or from 1950-1960.

6.5.8   In a full sentence, use per cent (e.g., About 15 per cent of the population were ….), but % can be used in tables and charts or in parentheses. Thus, 38%, 21.4%, or in a sentence: "of about 1200 students-who sat for the examinations, nearly 300 (or 25 %) failed". Always write percentage, not % age, though in most contexts proportion or share is preferable.

6.6   Measurements

In most contexts, go metric: prefer hectares to acres, kilometers (or km) to miles, meters to yards, litres to gallons, kilos to lb, Celsius to Fahrenheit, etc.

6.7   Full Stops

Use plenty. They keep sentences short and simple. But do not use full stops in abbreviations or at the end of headings or rubrics.

6.8   British and American English

For conventional reason, preferably use British English rather than American English or any other kind. But American English, especially American spelling has been widely accepted now. The final choice is up to the writer, but the key rule is:

be consistent. Decide early which English to use, then stick to it. For names of companies, places, and titles, keep to the original spelling.

7.0 EDITING YOUR FINAL DRAFT – A CHECKLIST FOR THE PROJECT PAPER

Review the entire project paper, checking for the following:

a. Is the content properly located in the appropriate chapter (Introduction / Literature Review, Methodology, Data Analysis and Findings, Conclusion and Recommendations)?

b. Is your Introduction/Literature Review a coherent presentation of the theory and research from which you have drawn your hypothesis/es?

c. Is/are your hypothesis/es clearly stated?

d. Have you divided long or complex chapters with helpful subheadings? Are the subheadings grammatically parallel?

e. Does each chapter begin with a clear overview?

f. Is the essential information/ data in the body of your paper? Have you placed tables and charts where they will be most helpful to your readers? Have you assigned less essential or more detailed data or information to appendices?

g. Is your language clear and precise throughout the project paper?

h. Is the base tense of your project paper consistent?

i. Are all sources properly documented? Did you double-check the evidence in your report against your note cards to be sure material from the sources you have used is accurate?

j. Is your bibliography complete and in the correct form?

k. Is the main idea in each paragraph clear? Are the relationship clear among ides in each paragraph?

l. Have you proofread and edited the project paper carefully, eliminating all grammatical and mechanical errors (pronoun reference, subject/verb agreement, spelling, punctuation).

8.0   PROJECT PAPER EVALUATION CRITERIA

Upon submission of the project paper (in temporary ring-binding), endorsed by the supervisor, to the BBM Project Paper Guidelines. Project paper that deviate in from and presentation style from the Guidelines will be rejected and NOT sent for evaluation. The students will be informed and required to re-submit the project paper which conforms to the Guidelines. The Project paper is the supervisor and one (1) examiner, appointed by the BBM-PC for evaluation and grading. The evaluations criteria used for evaluation and grading is as follows:

a.   Significance of study (20marks)

Does the study contribute to a better understanding of the area of research? Does it have policy implication? Does the study lead to recommendations?

b.   Rigor of Analysis (20 marks)

Can the study demonstrate the application of the relevant analytical tools and techniques to focus on the critical issues? Are observations and conclusions based on sound arguments?

c.   Cohesiveness of the study (20)

Is there focus? Is there a 'flow' from one chapter to another? Do the conclusions relate to the introduction and research objectives or hypotheses?

d.   Conciseness of the Project Paper (10 marks)

Is the style of writing concise and to the point?

e.   Clarity of concepts and presentation (15 marks)

Is there clarity in concepts, evidence and data in the pursuit of the purpose of the study? Are presentation tools (i.e. statistical analysis) well utilized? Is there logic and rationale in the study?

f.   Language ,Grammar and style (15 marks)

Are these numerous errors in spelling, grammar, punctuation, sentence construction and general use of English as a language that distract the reader? Is the use of footnotes necessary and appropriate? Are the references consistent with the APA referencing style?

9.0 SOME COMMON PROBLEMS IN STUDENTS' PROJECT PAPER AND HOW TO HANDLE THEM

Problems	Suggestions
Numerous grammatical errors, improper sentence structure and lack of coherence.	Send your project paper for professional editing before submitting it to the BBM-PPC.
Improper citation and references listed in the bibliography comprise largely of textbooks.	Try to look for relevant journal or periodicals in the field (printed or online version). Review how to cite your references in Section 5.4 of this guideline.
Literature review does not lead to a theoretical and empirical justification of the research objectives	Try to show the relation between what has previously been done by others (as reported in the literature) in your research with what you did in your research.
Did not conduct pilot test for a self-developed questionnaire instrument.	Conduct a pilot test to strengthen the reliability and validity of your self-developed questionnaire instrument. Try it out with a small sample first or have an expert review your questionnaire or worse come to worse have your spouse and colleagues to try-out questionnaire. If all of these steps are not able to conduct a pilot test of the instrument for the following reasons…

Notes: Soft copies of the proposal form and preliminary pages are available online at www.icce.edu.my.

END NOTES

Adopted from Project paper Handbook, published by Management Centre, International Islamic University Malaysia.

See Roth (1999), pp. 16-20.

See Management Centre, (n.d) Project Paper Handbook, pp.5-11

See Rudestam & Newton (1992) p.74

See Rudestam & Newton (1992) p.118.

See Degelman & Harris (2002)

See Hassan & Alawi (2001) p.29.

See Hubbuck (1992) inside back cover

BIBLIOGRAPHY

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HUBBUCH, S.M. (1992). Writing research paper across the curriculum. (3rd .ed.). Florida: Harcourt Brace Jovanovich

MBA/MOM Project Paper Committee (n.d) Project Paper handbook. Kuala lumput.

Management Centre, International Islamic University Malaysia

Roth, A.J. (1999). The Project paper: Process, form nad content. (8th ed). California: Wadsworth Publishing.

Rudestam. K.E. & Newton, R.R. (1992). Surviving your dissertation. California: SAGE Publication.

Appendix I: Project Paper Submission Process

```
                        ┌─────────────────────────┐
                        (   Register for MGT 3390   )
                        └─────────────────────────┘
                                    │
                                    ▼
                        ┌─────────────────────────┐
                        │ Identify potential research area │
                        └─────────────────────────┘
                                    │
                                    ▼
                        ┌─────────────────────────┐◄──────┐
                        │ Approach potential supervisor │       │
                        └─────────────────────────┘       │
                                    │                      │
                                    ▼                      │
                               ◇ Agree? ◇ ──── No ──────┘
                                    │
                                   Yes
                                    ▼
                        ┌─────────────────────────┐◄──────────────────┐
                        │ Discuss proposed research area │                   │
                        └─────────────────────────┘                   │
                                    │                                   │
                                    ▼                                   │
                        ┌──────────────────────────────────┐           │
                        │ Complete and submit Project Paper Form to ICCE │           │
                        └──────────────────────────────────┘           │
                                    │                                   │
                                    ▼                                   │
                        ┌──────────────────────────────────┐           │
                        │ Proposal send to BBM Program Coordinator │           │
                        └──────────────────────────────────┘           │
                                    │                                   │
                                    ▼                                   │
                               ◇ BBM PC decides ◇                       │
```

Notes:
PP= Project Paper
PPP= Project Paper Proposal
PC = Program Coordinator

```
                    ┌─────────────────────────────┐
                    │  Conduct research under      │
                    │  supervisor's guidance       │
                    └─────────────────────────────┘
                                  │
                                  ▼
              ┌─────────────────────────────────────┐
              │  Write-up and complete Project Paper │◄────┐
              └─────────────────────────────────────┘      │
                                  │                         │
                                  ▼                         │
              ┌─────────────────────────────────────┐      │
              │  Obtain supervisor's endorsement of  │      │
              │  Project paper                       │      │
              └─────────────────────────────────────┘      │
                                  │                         │
                                  ▼                         │
                         ╱ Supervisors ╲      No            │
                        ◄   endorse?   ►─────────────────────┘
                         ╲             ╱
                                  │ Yes
                                  ▼
              ┌─────────────────────────────────────┐
              │  Supervisor gives evaluation form    │
              │  of project paper to ICCE            │
              └─────────────────────────────────────┘
```

Pass with minor corrections

Pass

Major corrections & resubmission

Make corrections in consultation with supervisors

Make corrections in consultation with supervisor. (Time limit is 18th July every year)

Submit three hard-bound copies of the project paper to ICCE and email the softcopy to academic@icce.com.my

END

Appendix II: BBM Project Proposal Form

IIUM CENTRE FOR CONTINUING EDUCATION
Ground Level, Ahmad Ibrahim Kulliyyah of Laws
International Islamic University Malaysia
53100 Jalan Gombak
Kuala Lumpur, Malaysia
Tel. No.: 603 – 61965457/5444   Fax No.: 603 – 61965778
Email: academic@icce.com.my

BBM PROJECT PAPER PROPOSAL

Please submit the completed form IIUM Centre for Continuing Education (ICCE) by (DD/MM/YYYY):

STEPS
1. All communications related to the MS Word Proposal Form **attachment** should be carried out using email attachment. The log of each communication should be copied from email and pasted in the communication **table** below.
2. Log refers to the email system generated: Date, time, sender and email address of the sender
3. Student should identify and discuss with his/her prospective supervisor **items 3, 4** and **5 in PART B** before completing and submitting the form to his/her supervisor for the latter's verification and approval.

PART A *(to be filled in by student, ICCE and BBM Coordinator, where appropriate.)*

SUBSEQUENT STEPS

No.	Activity	Email log (Date)	Email log (Time)	Email log (Sender)	Email log (Email address)
1	Student submits the supervisor-approved form to ICCE				
2	ICCE submits the form to the BBM Coordinator				
3	BBM Coordinator submits to ICCE				
4	ICCE submits to the student				
5	The student submits the supervisor-reviewed form to ICCE				
6	ICCE submits the form to the BBM Coordinator				
7	BBM Coordinator submits to ICCE				
8	ICCE submits to the student				

PART B *(to be filled in by student. Please explain part 4 unambiguously and coherently)*

1. Name:

2. Matric No:

3. Title of Project Paper:

4. Research Objectives: (please itemize if more than one and compose clearly and in complete sentences.)

5. Proposed research method(s): (*Please specify **X** main source of data, unless more than one is applicable, thus multiple checks*).

☐ Experiment

☐ Interview

☐ Observation

☐ Questionnaire Inventory

☐ Questionnaire Self-developed

☐ Secondary data

☐ Others, please specify

PART C *(to be filled **X** and **boldface the discipline** by the supervisor)*
Major category of academic discipline of the project paper:

☐	Decision Science/Operations
☐	Economics
☐	Islamic Economics
☐	Management
☐	General Management/Strategic Management
☐	Finance
☐	Islamic Banking and Finance
☐	Marketing
☐	Organizational Behavior

Comments (if any)

I hereby agree to supervise the above-mentioned student on the project paper, details of which are outlined above.

Name:		Date:	

Signature and department OR official rubber stamp
The pasted/provided **date, time** and **name** will be considered valid.
Supervisor's signature and his/her departmental affiliation **below** is required **when** the final version could **not** be emailed to ICCE. Despite this temporary measure, however, the attachment should still be sent as soon as possible.

acadext

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Appendix III: Title Page

CORPORATE STRATEGIC PLANNING PRACTICES BANKING AND FINANCIAL INSTITUTION IN MALAYSIA
(Times New Roman, 18, Bold, Centered)

By

MAHATHIR SYAZALI BAHRUDIN
(Times New Roman, 14, Centered)

Paper Project Submitted in Partial Fulfillment of the Requirement
For the Degree of Executive Bachelor in Business Management
International Islamic University Malaysia
{Year of Submission}
(Times New Roman, 12, Centered)

Appendix IV: Approval Page

APPROVAL PAGE
(Times New Roman,16,Bold, Centered)

I certify that I have supervised and read this project paper and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a Project Paper for the degree of Bachelor in Business Management.
(Times New Roman, 12)

_____
Name:
 Supervisor/Project Paper Examiner

This Project Paper was submitted to ICCE, IIUM and is accepted as partial fulfillment of the requirements for the degree of Bachelor in Business Management.

_____
Name:
BBM Program Coordinator,
IIUM Centre for Continuing Education
International Islamic University Malaysia

Appendix V: Declaration and Copyright Page

DECLARATION AND COPYRIGHT
(Times New Roman, 16, Bold, Centered)

Name   :
Matric Number   :
(Times New Roman, 12)

I hereby declare that this research is the result on my own investigation, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references and a bibliography is appended.
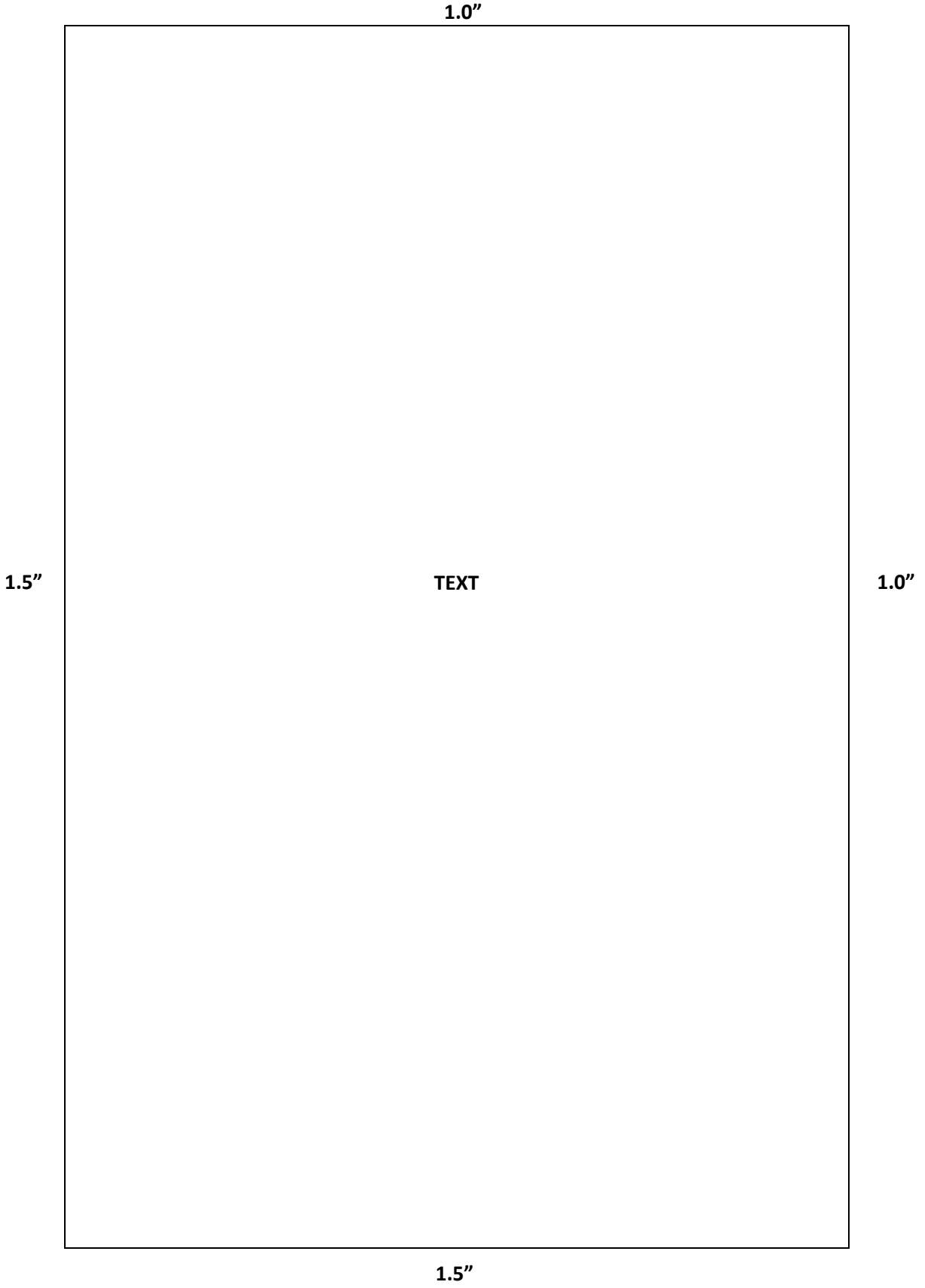*(Times New Roman, 12)*

Signature:_____   Date: _____

© Copyright by {Name of the Author}
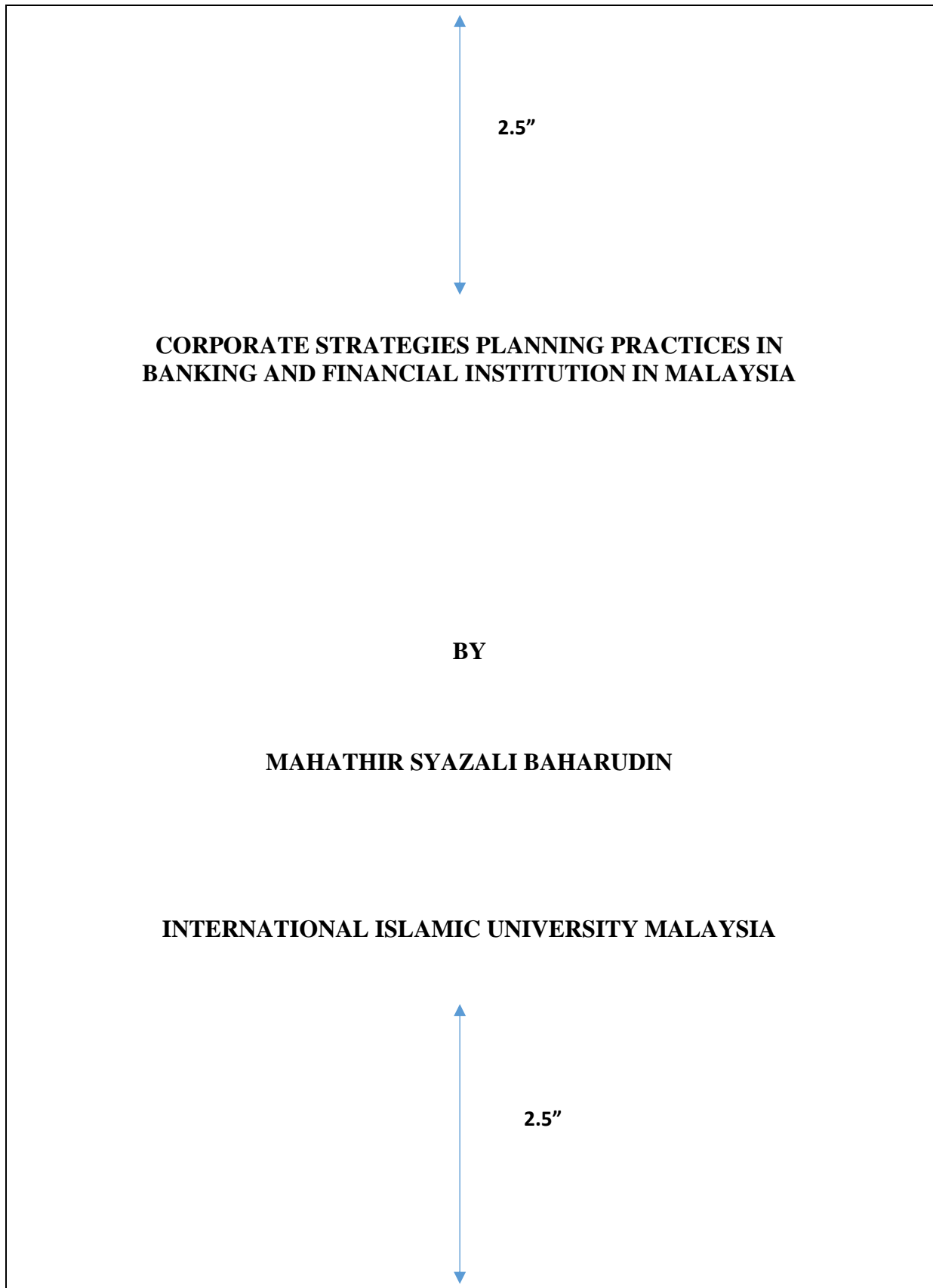and International Islamic University
Malaysia

Appendix VI: Table of Contents

TABLE OF CONTENTS
(Times New Roman, 12, Bold, Centered)

Appendix VII: Margin

1.5"   TEXT   1.0"

1.5"

Appendix VIII: Cover Page

2.5"

**CORPORATE STRATEGIES PLANNING PRACTICES IN
BANKING AND FINANCIAL INSTITUTION IN MALAYSIA**

BY

MAHATHIR SYAZALI BAHARUDIN

INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

2.5"

Appendix IX: Spine

ALI ABDULLAH   BBM   2018   IIUM