



INSTITUTE OF BUSINESS MANAGEMENT

IoBM

MS/MPhil Policy Manual

**BOARD OF ADVANCED STUDIES & RESEARCH
(BASR)**

2025



Preface

The purpose of the MS/MPhil Manual is to provide comprehensive guidance to students and relevant departments, enabling them to navigate the procedural requirements necessary for the successful completion of the MS/MPhil degree. Its aim is to streamline the process and ensure clarity for all stakeholders involved. At IoBM, our MS/MPhil research program is designed with the objective of fostering cutting-edge research, facilitating the development of innovative ideas, and improving analytical skills. We strive to cultivate an environment that encourages both faculty and students to be independent and creative thinkers.

By participating in our research programs, students gain a valuable opportunity to acquire skills comparable to those pursued in a PhD degree. These programs are instrumental in enhancing students' knowledge of research methods and equipping them with the necessary tools to excel in their chosen fields. We believe that by offering a robust research program, we provide students with a solid foundation to become accomplished professionals and contribute meaningfully to their respective disciplines.



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1. Admission to an MS/MPhil Degree Program

Basic Academic Qualification: Sixteen years of schooling or 4 year education after HSSC/F.A./F.Sc/Grade 12 or Equivalent shall be required for admission in the MPhil/MS/Equivalent program.

Minimum CGPA/Division: 2.5 CGPA in the last degree (if under semester system) or high Second Division (Minimum 50 % marks) if under an annual system. And a minimum 50 % marks in overall Academic career.

Admission Test: Minimum 50% cumulative Score in General Assessment Test (GAT). Successfully pass an interview conducted by the IoBM Interview/Admission Committee.

Intra-Disciplinary¹ Qualifications:

The intra-disciplinary admissions may only be allowed if:

- a) The applicant has a strong interest in pursuing an MS/MPhil/Equivalent degree in a different discipline.
- b) The applicant has passed the GRE-Subject/equivalent test² with minimum 70% marks in the discipline of admission and has taken 6-9 CH of deficiency courses of level 6 as per the National Qualification Framework of Pakistan 2015.
- c) The admissions committee is satisfied that the applicant's knowledge of primary area (level 6) has sufficiently prepared him or her to undertake the course of studies of the MS/MPhil/Equivalent program (or, in the opinion of the admissions committee, the preparation can be deemed satisfactory by taking a few additional courses after starting the program).

2. Coursework Requirement for Award of MS/MPhil Degree

- MS/MPhil requires completion of a minimum of 30/33 credit hours consisting of: 8/9 courses (08*03=24/ 09*03=27 credit hours) and a Thesis of 06 credit hours.
- The student should be enrolled in regular semesters, namely Fall and Spring, and a summer semester will be allowed only for remedial courses (if any) and minimum research as per HEC criteria.
- Registration will only be allowed in a subject if the prerequisites/deficiency course/s (if any) of this subject have been completed successfully.
- In each semester, a 3 or 6 or 9 credit hours option (as per their relevant discipline) will be offered on MyIoBM for the registration of thesis, and the student is supposed to register each semester and will pay the fees accordingly.
- A student has the option to temporarily freeze their studies for a maximum period of two semesters, provided there is a genuine problem. To initiate this process, the student must submit an application for the freeze of semesters, which should be recommended by the relevant program

¹ According to HEC Graduate Education Policy 2023, Intradisciplinary refers to sub-disciplines occurring within one of the ten broad disciplines defined by UNESCO's International Standard Classification of Education (ISCED-F-2013).

² In case the GRE-Subject test for a specific field/discipline is not available/conducted in Pakistan.



Coordinator/HoD and subsequently approved by the relevant HoD/Dean. It is important to note that a record of this approval application will be maintained in the student's file for future reference. These two semesters shall be counted in the program life cycle (Max 04 Years). The option of Freeze is not allowed in the First semester.

- For the degree of MS/MPhil, a minimum CGPA of 3.0 out of 4.0 is required. Additionally, a minimum passing grade of C+ must be achieved in all relevant courses.

3. MS/MPhil Degree Completion Timeline

- The MS/MPhil degree shall be awarded by the universities not before the completion of 1.5 years or three (03) regular semesters and not after completion of four (04) years or eight (08) regular semesters, save exceptions mentioned in the following clause.
- However, the students who are unable to complete the program within four (4) years, the institute will determine through a competent authority (BASR) whether the delay was caused by circumstances beyond the student's control (e.g., unnecessary delays/governance issues at the part of university or catastrophes - natural or human caused - and if so, the institute will grant an extension in such exceptional circumstances and also fix responsibility in case the delay was caused by the poor governance.

4. Re-admission and Credit Transfer for MS/MPhil

- If the student exceeds the maximum duration of the program, then he/she will have to apply for readmission as per the 'IoBM Readmission Policy'.
- Readmission is contingent upon the Institute's discretion, which is determined based on the recommendation of the Credit Equivalent and Transfer Committee (CETF) of IoBM. While students may express their interest in readmission, the final decision lies with the University/Institute, considering various factors evaluated by the BASR decision.
- In case of credit transfer from another university, IoBM's Credit Equivalent and Transfer Committee (CETC) will assess and evaluate the transfer of credits between educational institutes and programs.
- In case of re-admission, only courses done in the "last four years" will be transferred, and the rest to be repeated. New courses should be taken as given in the new catalogue. Furthermore, if a candidate has completed only an advanced course within the last four years, then he/she has to complete both the pre-requisite and its subsequent advanced course.
- A maximum of 50% courses may be transferred with a grade B and above.

5. MS/MPhil Thesis Requirements

- Complete the prescribed coursework, each with a credit hour value of 03
- Select a supervisor from within the university following HEC requirements.
- Write an MS/MPhil proposal following the IoBM MS/MPhil Template under the guidance of a supervisor.
- Successfully defend the MS/MPhil proposal in an open defence.



- BASR Approval of MS/MPhil Proposal.
- A satisfactory semester-wise research progress report will be maintained by the supervisor.
- Complete a six-credit-hour MS/MPhil thesis coursework.
- Two external evaluators (relevant subject expert) and one defence examiner will be approved by the BASR.
- Following is the formula to assign grades to MS/MPhil thesis:

Evaluator-1	Evaluator-2	Examiner	Total	Grade
Merit =33	Merit =33	Merit =33	99	A+
Minor =29	Minor =29	Minor =29	87	A-
Major =25	Major =25	Major =25	75	B-

- If the thesis is rejected by one of the evaluators, it will be sent for a third opinion.
- Finalize the thesis based on the comments/changes provided by the evaluator/s.
- Present a thesis defence in the presence of an external examiner and a committee consisting of a supervisor (as an observer), relevant MS/PhD/HoD/program coordinator, Dean, one subject expert, and BASR Representative.
- The process of Thesis Finalization entails carefully considering and incorporating any comments/changes provided by the examiners (both evaluators and defence examiner) while ensuring compliance with the designated IoBM format for approval from the BASR
- Submit soft copies on two CDs and a minimum of four hard copies, including: Library, concerned Dean's office/Research HoD, Supervisor, and Student, according to the IoBM MS/MPhil Template.
- Complete the student's file along with all required forms/documents signed by the relevant authorities.
- The MS/MPhil Thesis should be in the “Burgundy” colour.
- The Degree Award Letter is issued after the completion of all HEC and IoBM requirements (Form BASR Form 1: Checklist).

6. Guideline for Proposal Writing and Defence:

Each MS/MPhil researcher shall write a thesis reflecting the relevance, credibility, effectiveness, and legitimacy of the research. The thesis must be an original and innovative contribution to knowledge that contributes to solving socio-economic problems. To improve the quality of an MS/MPhil thesis, some regulations are suggested for the students in the following areas¹:

i. Selection of Research Area

The research area of the MS/MPhil researcher must:

- Corresponds to the community needs at the regional and local levels and complies with the priority.
- National research agenda.

¹ The Higher Education Commission of Pakistan, Graduate Education Policy, Retrieved from <https://www.hec.gov.pk/english/services/faculty/Plagiarism/Documents/Graduate-Education-Policy.pdf>



- Reflects the basic and pure research.
- Signifies emerging areas of research that coincide with Sustainable Development Goals (SDGs).

ii. Quality of Reporting

The quality of presentation and reporting in the thesis shall reflect the following characteristics:

- The document is well written.
- The contents are balanced, well organized, appropriately styled, clearly structured, and well-cohered.
- The document is free from grammatical and spelling errors and flawed terminology.
- Minor shortcomings such as inaccurate use of acronyms and clumsy-looking sentence structure have been cared for.
- Quantitative research proposals are required to include a valid statistical design for the analysis of data.
- The formatting shall be compatible with international standards.

iii. Methodology Quality

To produce an MS/MPhil thesis capable of conducting research independently, ensuring the technical soundness of their MS/MPhil thesis is integral. The following guidelines shall be useful to make the MS/MPhil research methodologically sound:

a) Guidelines ensuring the quality of Qualitative Research:

An MS/MPhil research thesis, based on the Qualitative Research methods, should satisfy, at least, the following questions.

- 1) Does the research, as reported, illuminate the subjective meaning, actions and contexts of those being researched?
- 2) Is there evidence of the adaptation and responsiveness of the research design to the circumstances and issues of real-life social settings encountered during the course of the study?
- 3) Does the sample produce the type of knowledge necessary to understand the structures and processes within which the individuals or situations are located?
- 4) Is the description provided detailed enough to allow the researcher or reader to interpret the meaning and context of what is being researched?
- 5) How are the different sources of knowledge about the same issue compared and contrasted?
- 6) Are subjective perceptions and experiences treated as knowledge in their own right?
- 7) How does the research move from a description of the data through quotation or examples, to an analysis and interpretation of the meaning and significance of it?

b) Guidelines Ensuring the Quality of Quantitative Research:

An MS/MPhil thesis with Quantitative Research methods should satisfy, at least, the following questions:

- 1) Reliability – are the results repeatable?
- 2) Validity – does it measure what it says it does?
- 3) Internal validity – do the research results mean what they appear to?
- 4) External validity – can the results be generalized to other settings (ecological validity)



- 5) and to other populations (population validity)?
- 6) Replicability – are the results of the study reproducible?

iv. Appropriateness of the Methods to the Aims of the Study

To achieve research objectives, alignment of research approach-methods is necessary. Therefore, an MS/MPhil thesis at least:

- a. Reflect a fair proportion of latest knowledge of contemporary techniques and methods in relation to study objectives.
- b. Contain detailed and easily comprehensible discussions regarding the applied methods and techniques.
- c. Justify the use of methods and techniques to achieve study objectives.
- d. Show evaluation of obtained results in relation with study objectives.
- e. The methods and techniques used should justify the results obtained.
- f. The obtained results should support the study objectives.

v. Relevance to the Policy and Practice

The research should have significantly answered the questions related to policy and practice in that area establishing its usefulness and usability. Accordingly, an MS/MPhil thesis at least:

- a. Reflect judicious evaluation of study results in relation with policy related aims and goals undertaken while starting the research.
- b. Discuss the practical implications of the study results in association with the developing practices in that area.
- c. Establish usefulness of the study results for devising policy as stated in the beginning.
- d. Discuss that how would the resulting policy be useful for organization/society.
- e. The study output should be significant enough to be published or to be patented.
- f. The assessment of the results performed by the author must not be superficial and lacks substance.

- The student will use the proposal template provided on the Website to write the proposal.
- After the proposal has undergone a Turnitin check, the supervisor will forward the proposal to the MS/MPhil Coordinator/HoD using the **BASR Form 7 MS/MPhil Proposal Defence Requisition Form** in both hard and soft copies of the proposal.
- Once the MS/MPhil proposal has been reviewed and deemed compliant with the general guidelines, including permissible limits for similarity index, format, and other requirements, the announcement of the proposal defence date will be made by the respective MS/MPhil program Coordinator/HoD. This date will be mutually agreed upon by the relevant expert/panel.
- The composition of the review committee will be determined based on the relevance of the research area, with the consent of supervisor and approval of the relevant Dean.
- At least one week prior to the proposal defence, an official notification will be issued by the MS/MPhil Program.
- Coordinator/HoD to inform the students, supervisor, review committee, Dean, and BASR Office.



- The Proposal defence sessions are scheduled exclusively on Saturdays, with a suitable time slot from 12:00 PM to 2:00 PM.
- In the event that changes are recommended by the defence committee during the Proposal defence, the candidate is responsible for incorporating these changes into their research work.
- After making the necessary revisions, the candidate must obtain approval from the relevant HoD/Dean. This approval process requires certifying the changes from the relevant supervisor before submitting the revised proposal to the BASR Office.
- Once the proposal has received approval from the committee, it will be forwarded to the Board of Advanced Studies Research (BASR) for further consideration. (BASR Template Proposal 1 & 2).

7. MS/MPhil Thesis Template and General Guidelines:

i. MS/MPhil Thesis Guidelines

- The word limit for MS/MPhil thesis should be a minimum of **25000** with **1.5 space**.
- Footnotes, references and text within tables are not counted within the word limit. (*Appendices and Bibliographies are also excluded*).
- APA (Business Management and Social Sciences) and IEEE (IT and Engineering) Reference/Citation style to be followed.
- Font Style: Times New Roman
- Font Size: 12
- Spacing: 1.5
- Running Head: Left
- Paragraphs (First Line) Indented
- Page Number: Bottom Centre
- Short Title: Upper right
- Page Format: 1" (Bottom) 1" (Top) 1.5" left and 1.0" Right
- Upto 5 Levels of Heading (i.e. 1, 1a, 1b, 1c, 1.1, 1.2, 1.3.....)
- Alignment: (Justified)
- Spine: Last name of the author with the first name initial and year
- Cover Colour for MS/M.Phil. Thesis: Burgundy

ii. The Ordering of Items for the Thesis

- Title Page [MS/MPhil Thesis Template]
- Dedication (optional)
- Acknowledgment (any special assistance given should be stated)
- Author's Declaration
- Plagiarism Undertaking
- Forwarding Sheet
- Certificate of Approval
- Notification
- Examination Report



- Table of Contents
- List of Tables
- List of figures
- List of terms, symbols or abbreviations (if any)
- Abstracts
- The body of Text [Chapter 1 to Chapter 5/6]
- Endnote (if any)
- References (As per IoBM Policy)
- Bibliography (if required)
- Annexures/Appendices (if any)

iii. *Font Style and Size:*

- Times New Roman font to be used
- Font size 12 for the text of the Thesis
- Font size for title page 18-22
- Font size 14 for Heading 1, for Heading 2 “12” and for text “12”
- Condensed type is not acceptable

iv. *Line Spacing in the Text:*

- The space between rows of text should be 1.5 lines.

v. *Citation /Reference Style:*

- Reference should be made to the publication manual of the American Psychological (APA), 6th Edition and later, and for IT and Engineering Departments, IEEE referencing style is required.

vi. *References:*

- The references list should cite all the literature referred to in the text of the thesis.

vii. *Chapter Title Heading and Subheading:*

- Headings should be single-line spaced.
- Each chapter should begin on a new page.

viii. *Margins, Physical Layout and Pagination:*

- For the purpose of Binding, a minimum of “1” inch margin is required for all sides of the page. This is applicable to all pages.
- The page number should be printed at the bottom of the page and centered and should be approximately three-quarters of an inch from the page’s edge.
- All pages shall be numbered in sequence. There should be no blank or duplicated pages.
- All sections before the main text, including the preface, are numbered in small Roman numerals (i, ii, iii, etc.).



- The main text onwards, including Abstract, Chapter pages, Illustration, Figures, Tables, Reference and Appendices/Annexures should be numbered in consecutive order in Arabic numerals (1, 2, 3)

ix. Declaration:

- The declaration should include whether any material contained in the Thesis has been used before and that the main text of the Thesis is original work. The declaration immediately follows the acknowledgment and must be signed by the candidate.

x. Thesis Binding Template:

- Burgundy colour with embossed gold lettering IoBM logo to be printed on the Thesis.

xi. Electronic Version:

- The Institute of Business Management (IoBM) requires electronic submission of the thesis in 2 CDs, to be kept by the relevant department/Library and for copyright. The document should be in PDF format. No compression or password protection should be employed. It is the author's responsibility to ensure that the PDF version of the thesis matches the completeness and fidelity with the print version of the Thesis.

xii. Plagiarism Check:

- The thesis will be checked through Turnitin twice. First, at the time of sending it for the evaluation, and second, after the open defence, before sending the case to BASR for the approval of the Degree by the IoBM Focal Person.

xiii. Selection of External Evaluations and Defence Examiner by BASR:

- The supervisor and the HoD are supposed to propose the names of at least 6 PhD experts - Four Evaluators and 2 Defence Examiners (as per HEC Policy) on the subject area to be submitted to BASR after the approval of the relevant Dean (BASR Form 4 Examiners/Evaluators form).

xiv. Evaluation of MS/MPhil Thesis:

- The evaluation expected time is 4 weeks. The remainders are supposed to go to the evaluators after 4 weeks.
- If the evaluators are not responding within the given time, in that case BASR is authorized by the BASR to send the thesis to the other evaluator for review after approval from the Rector from the provided list.

xv. Open Defence of MS/MPhil Thesis:

- A student shall proceed with an open defence after submitting the changes (if any) suggested by the evaluators. These changes are supposed to be verified and certified by the relevant supervisor, HoD, Dean and submitted to the BASR Office for further processing.



- After receiving the changes certificate and thesis (if any), BASR-Office will then officially send the thesis to the Defence Examiner for review and the invitation for the defence.
- The MS/MPhil thesis defence date has to be decided with the availability of the defence examiner by communicating the IoBM defence conduct scheduled policy.
- The existing students of the relevant MS/MPhil & PhD programs must attend the defence, and attendance should be maintained by the coordinators.
- MS/MPhil thesis open defence evaluation form (BASR Form 10 Defence Examination Form) to be submitted to the Defence examiner by the BASR officer and also received by the BASR office on the Defence Examination day.
- The defence proforma must be completed, signed by the relevant committee members, and submitted on the same day of the defence.
- The sealed defence examiner report will then be presented to the BASR members for Degree approval, In-case of changes suggested by the defence examiner, the student must incorporate the changes and take the approval from a relevant supervisor, HoD, Dean and submit to BASR-Office for resending the case to BASR for Degree Approval.
- The final thesis will be sent to the IoBM Turnitin Focal Person for the official check of similarity.

xvi. Open Defence of MS/MPhil Thesis Protocol:

- In accordance with HEC Policy, the open defence is required to be conducted.
- Advance notice should be provided to ensure timely communication of the defence schedule.
- Supervision of the proceedings shall be maintained by either the Coordinator/HoD of the relevant Department.
- Attendance at the defence is mandatory for both pertinent research students and faculty members.
- Questioning will take place subsequent to the presentation's conclusion.
- Initial inquiries may arise from the audience, followed by faculty members, and ultimately, the examiner, with no set limit on the number of queries.
- During the defence, the supervisor's role is solely that of an observer.



MS/MPHIL TEMPLATES

1. Short Proposal
2. Long Proposal
3. Thesis Template



Short Proposal: MS/MPhil Proposal Form for BASR

Date:	Program:
Name of Student:	Reg. No.....
Date of Admission:	Course completed (Semester):
Name of Supervisor/s:	Co-Supervisor:
Title of Thesis (Capitalized each word):	

Note: A word count of 1500 (Maximum) with a font size of 11 (Times New Roman).

Only the relevant references should be added.

☐ Correspond to the community needs at the regional and local levels.

☐ National Research Agenda.

Signifies emerging areas of research that coincide with Sustainable Development Goals (SDGs)#____

1. Broad Area of Research

2. Problem Statement

3. Study Objectives



4. Research Questions/Hypothesis

5. Research Methodology? (*Quantitative/Qualitative/Mixed*)

6. Expected Results / Field Impact

7. References



Proposal Template

MS/MPhil Thesis Proposal Template



Title of Study (Topic)

Student's Name
(Student's ID #)

Supervisor/'s:
Dr. XYZ
Dr./Mr. ABC

DEPARTMENT OF
COLLEGE OF
INSTITUTE OF BUSINESS MANAGEMENT (IoBM)
KARACHI, PAKISTAN

2025



Title of Study

By Student Name

1. Introduction

1.1 Introduction and Background Study

The background and history highlight the empirical foundations of research. The purpose of a background/history section is to give the reader the relevant facts about the topic and/or research site so that they understand the material or case in the proposal and how it links to the questions posed.

1.2 Problem Statement

Logically, the first step in any research is to provide a clear statement of the problem. This step is indispensable in the writing process in that it governs the organization and flow of the thesis/thesis. The purpose statement should provide a synopsis of the purpose of the study, briefly define and delimit the specific area of the research, identify the unit of analysis in the study, and foreshadow the hypotheses to be tested or the questions to be raised. A problem may be stated in terms of a verbal statement, i.e., "The purpose of this research is to examine..." or "This study aims at ascertaining" The problem could also be stated in the form of a question like: "Why are Muslims divided?" or "What are the factors associated with the rise of hate crime against Muslims in the West?"

1.3 Research Questions/Hypothesis

Theories suggest R/Q and hypotheses should be tested. A hypothesis is a conjectural, conditional (if-then) statement linking two or more variables. Hypothesis grows out of theoretical or conceptual frameworks.

1.4 Study Objectives

1.4.1

1.4.2

1.4.3

2. Research Methodology/Research Design

The methods or procedures section is undeniably the heart of the research proposal. Yet, this section of the proposal has received insufficient attention in most of the Master's proposals submitted for approval. This section normally includes the following main areas:

2.1 Research Design

2.2 Sampling Method

2.3 Sample Size

2.4 Data Collection and Tools

2.5 Data Analyses (Model, if any proposed)

3. Literature Review and Theoretical Framework/Conceptual Framework

A review of relevant literature is the third step and is of great significance. The literature review helps relate the proposed study to the larger ongoing discourse in the literature about a phenomenon, filling in gaps in the literature



and extending earlier studies. The literature review is neither a chronological summary of related works nor a mere catalogue of previous studies published in the field. A literature review is a well-organized critical appreciation of related and relevant literature conceptually integrated within the logic of the proposed investigation. The student should show whether other researchers have studied the same or similar problems before, from what perspectives these studies have been conducted, and whether these studies have been theoretically or empirically adequate.

3.1 Justification/importance of Study

In stating the problem, it is also necessary to specify why it is important and what new insights may be found. What would be its net contribution to the body of knowledge in the field, and/or towards solving the problems of the Society and humanity at large?

4. Organization of Study (Proposed Chapter Outline):

Research proposals also contain a tentative chapter outline. It indicates the number of chapters the thesis or thesis is expected to be composed of. It gives the tentative chapter headings with brief annotations of expected chapter content.

5. Research Schedule:

Identify the major tasks involved in your proposed study and place and identify the length of time to complete the tasks and the order in which they will be done.

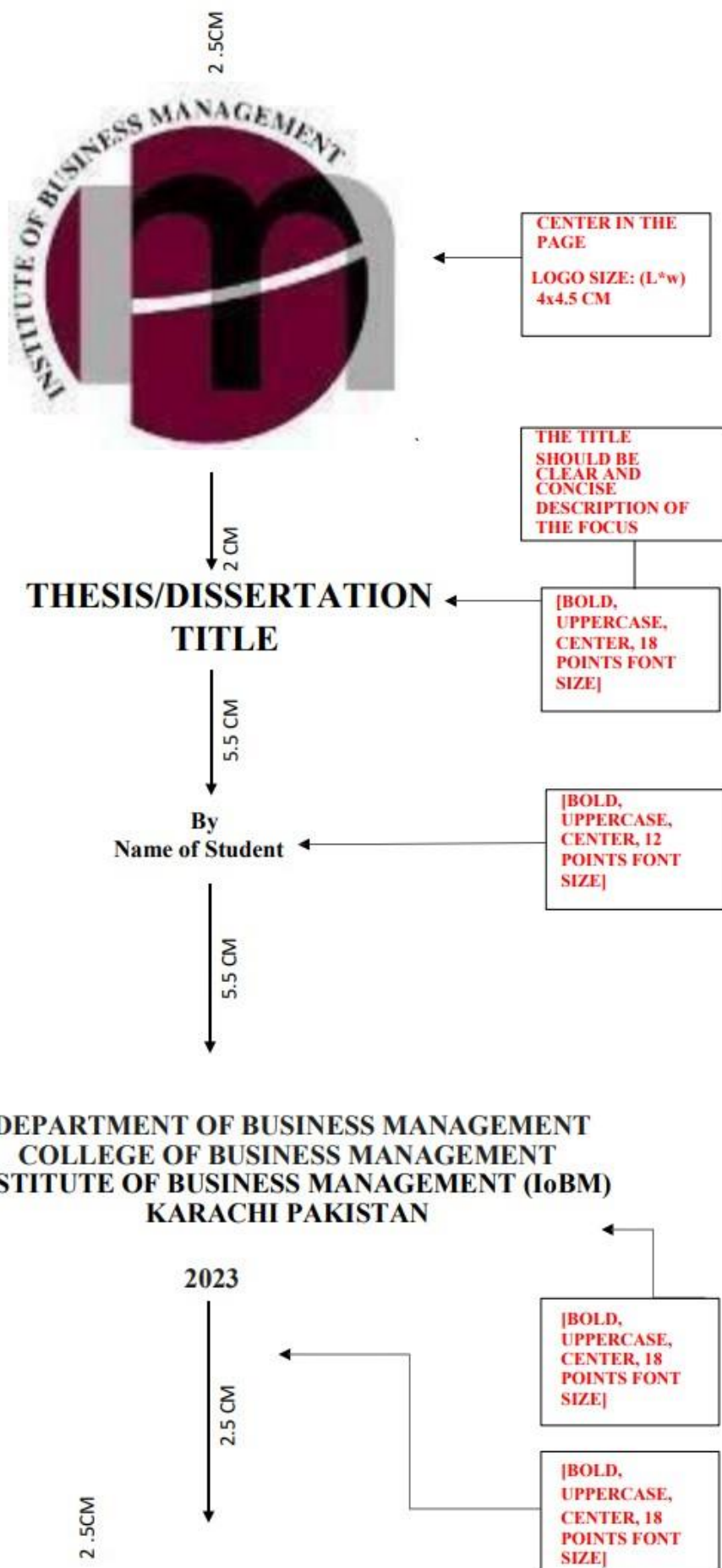
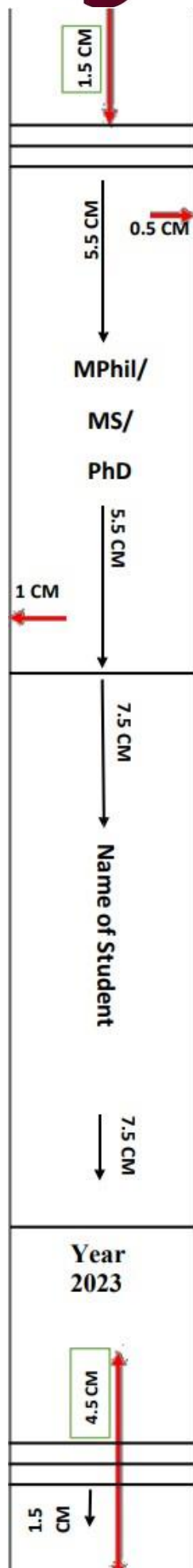
6. Expected Result/Field Impact: Possible outcome of research and its impact in the field.

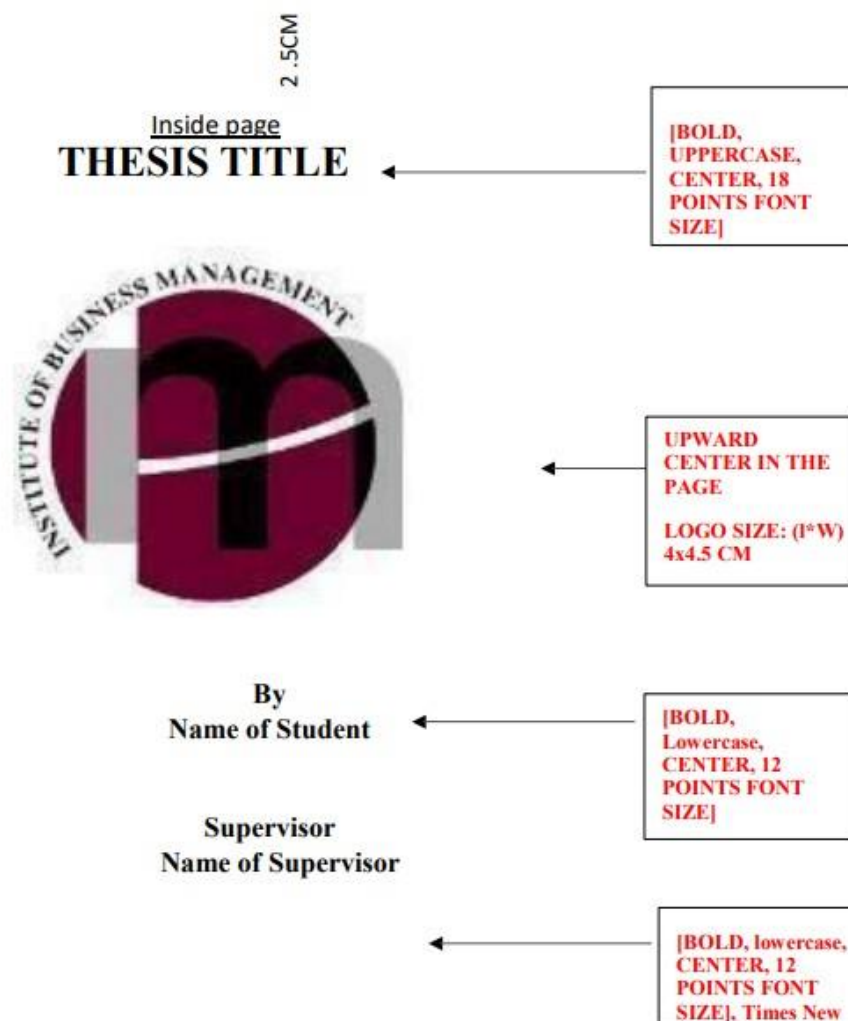
7. References and Bibliography:

The research proposal must contain a thorough, focused succinct reference and bibliography. Business Management and Social Sciences Faculty is supposed to follow the APA referencing style whereas the IT and Engineering Faculty is supposed to follow the IEEE referencing style. The need for complete documentation generally dictates the inclusion of appropriate appendices in proposals (if any/required). The Appendix should contain a copy of the instrument and other documents like questionnaire etc. which are not supposed to go in the body of text.

8. Appendices (if any):

8.1 Questionnaire





A thesis submitted in partial fulfillment of the requirement for the degree of
MS/MPHIL/PhD.....

DEPARTMENT OF BUSINESS MANAGEMENT
COLLEGE OF BUSINESS MANAGEMENT
INSTITUTE OF BUSINESS MANAGEMENT (IoBM)
KARACHI PAKISTAN

2023



[BOLD, UPPERCASE, CENTER, 14 POINTS FONT SIZE]



2.5CM

ACKNOWLEDGEMENT

[BOLD, UPPERCASE,
CENTER, 14 POINTS
FONT SIZE] Times
New Roman

This is the prerogative of the researcher (student) to whoever he/she wants to acknowledge for thanks.

Times New Roman, Font size 12
with 1.5 spacing.

2.5CM



2.5CM

AUTHOR'S DECLARATION

[BOLD, UPPERCASE,
CENTER, 14 POINTS
FONT SIZE] Times
New Roman

I (name of student/ scholar) ID #hereby state that my MS/MPhil /PhD Thesis/Dissertation titled: “.....” is my own original work and has not been submitted previously by me in any version for taking any degree from anywhere else in the country/outside including IoBM and shall not in future be submitted by me for obtaining any degree/diploma from other University/Institution.

At any time if my statement is found to be incorrect even after my Graduation, the University has the right to withdraw my degree.

Times New Roman, Font size 12
with 1.5 spacing. Lower case

Student's Name:

Signature and Date:

2.5CM



2.5CM

PLAGIARISM UNDERTAKING

[BOLD, UPPERCASE,
CENTER, 14 POINTS
FONT SIZE] Times
New Roman

I solemnly declare that the research work presented in the MS/MPhil/PhD titled:”” is solely my research work with no significant contribution from any other person/source. Small contribution/help whatever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero-tolerance policy of the HEC and Institute of Business Management (IoBM) towards the plagiarism. Therefore, I as an Author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I understand that if I am found guilty of any plagiarism in the above titled thesis even after the award of MS degree, the university reserves the right to withdraw/revoke my degree and that HEC and the University has the right to publish my name on the HEC/University Website on which names of students are placed who submitted plagiarized thesis.

Plagiarism includes copying published work without referencing, copying coursework essays /assignment/term report or submitting assignment done through hiring of ghost writer(s) for writing/solving the assignment(s) or submitting borrowed/copied or stolen assignment and claiming to be my own assignment/work including falsifying the results will be liable for penalization under the ‘IOBM POLICY ON PLAGIARISM’.

I confirm that I have read and understood the ‘IOBM POLICY ON PLAGIARISM’ and have fully understood what plagiarism is and equally important how to avoid it.

Student’s name in full:

Times New Roman, Font size 12
with 1.5 spacing. Lower case
characteristics

Student’s Signature and Date:

2.5CM



2.5 CM

FORWARDING SHEET

**(BOLD, UPPERCASE,
CENTER, 14 POINTS
FONT SIZE] Times New
Roman**

This is to certify that this MS/MPHIL/PhD thesis/dissertation titled,
“.....” submitted by
MS/Mr./Mrs. ID number towards the
partial fulfillment of the requirements of the degree of MS/MPhil/PhD in the department of
..... at the Institute of Business Management has been
completed under my supervision. I have gone through whole the thesis and found satisfactory
research including its language and similarity index/plagiarism in all aspects

**Times New Roman, Font size 12
with 1.5 spacing. Lower case
characteristics.**

Supervisor/s Name: **Signature:** **Date:**

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