



INSTITUTE OF BUSINESS MANAGEMENT
IoBM

Ph.D. Policy Manual

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

2025



Preface

Doctor of Philosophy (or Ph.D.) is the highest university degree, awarded in most disciplines. Those who qualify at this level, are expected to serve highly consequential functions in the society, including in the fields of teaching and research. With in-depth training and immersion in a particular field of study, which includes making an original contribution to the area of study through the Ph.D. dissertation, those holding Ph.D. degrees are expected to have expertise in their area of study that they can utilize in teaching and further research, as well as in problem-solving and innovation to address important societal challenges.

The purpose of the Ph.D. Policy 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 Ph.D. degree. Its aim is to streamline the process and ensure clarity for all stakeholders involved. At IoBM, our Ph.D. 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.



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1. Admission to a Ph.D. Degree Program

- **Basic Academic Qualification:** Eighteen years of schooling or Equivalent shall be required for admission in the Ph.D. program.
- **Minimum CGPA/Division:** For admission in Ph.D. programs, a minimum CGPA of 3.0 (out of 4.0 in the semester system) or 60% (in the annual system) in the MS/MPhil/equivalent degree being considered for admission, is required, whether such degree was obtained from Pakistani or foreign universities.
- **Admission Test:** Minimum 60% cumulative Score in GAT-Subjective.
- **Interview:** Successfully pass an interview conducted by the IoBM Interview/Admission Committee.
- **Intra-Disciplinary¹ Qualifications:**
Consistent with best practices internationally (including leading global universities), intradisciplinary admissions may only be allowed if:
 - i. The applicant has a strong interest in pursuing a Ph.D. in a different discipline.
 - ii. The applicant has passed the GRE-Subject/Equivalent Test with a minimum 50% marks in the discipline of admission and has taken 6-9 CH of deficiency courses of level 7 as per the National Qualification Framework of Pakistan 2015.
 - iii. The admission committee is satisfied that the applicant's knowledge of the primary area (level 7) has sufficiently prepared him or her to undertake the course of study of the doctoral 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 Ph.D. Degree:

- The following requirements shall be fulfilled before the award of a Ph.D. Degree:
The students shall complete the coursework of at least:
 - i. 18 credit hours if they are from the same discipline.
 - ii. The courses shall be offered through regular classes (i.e., classes taught on campus by full-time faculty members of the Institute)
 - iii. The courses shall preferably be of 8 levels as per the National Qualification Framework of Pakistan 2015.
 - iv. Ph.D. degree should be based on research, not only on credit hours.

3. Comprehensive Examination:

- i. Following the completion of coursework, every Ph.D. student shall be required to pass the comprehensive examination to be granted candidacy as a Ph.D. researcher, with the provision that the student failing to pass the comprehensive exam shall be allowed to retake the exam once.
- ii. The required coursework, comprehensive exam, and defence of synopsis/research proposals should be completed within the 1st six semesters of registration into a Ph.D. program. The responsibility in this regard rests collectively with the Ph.D. student and the Institute. In case of noncompliance, the registration shall be cancelled, and transcripts for completion of coursework may be issued to the student.
- iii. In the event of force majeure, i.e., noncompliance on account of circumstances beyond the control of the student, the institute may consider the matter in accordance with the procedure prescribed at 3 (iv).
- iv. The following are the guidelines for conducting a Comprehensive Examination:

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).



- a. The exam shall be based on a recapitulation of the conceptual knowledge of the discipline to which the student is admitted.
- b. The exam shall cover the courses studied, preferably at the graduate level, conducted on one composite question paper.
- c. The evaluation shall be on an aggregate basis, expressed in terms of pass/fail and shall not be graded.

4. Comprehensive Guidelines:

The purpose of a comprehensive exam is not to test the memory recall of the concepts learned during the coursework, but to evaluate the ability to analyse a given problem and be able to design solutions based on established theories and models.

Format:

- The format is designed to evaluate the ability of the students to apply the theories and models learned during the Ph.D. coursework, and would be communicated well in advance to the test.
- The paper would be based on the theories studied by the student at the Ph.D. level.
- The paper may include question(s) regarding the evaluation and application of theories of at least 10 given research papers to a problem.
- Comprehensive Exam will be open book and may last up to 5-8 hours depending on the program.

5. Ph.D. Degree Completion Timeline:

- i. The Ph.D. degree shall be awarded not before the completion of three years or six regular semesters and not after completion of eight years or 16 regular semesters, save exceptions mentioned at clause 3 (iv).
- ii. The completion date of the Ph.D. degree shall be reckoned from the date of notification of the award of the Ph.D. degree.
- iii. The maximum duration shall be determined from the date of student enrollment until the date of the completion notification of the Ph.D. degree.
- iv. In case a student is unable to secure a Ph.D. degree within the prescribed timeframe and claims for extension in duration, the institute may constitute the appropriate authority and determine the causes for delay. In the event of force majeure i.e., delay on account of circumstance beyond the control of student, the university may grant an extension in the period of award of Ph.D. degree following the duration limiting factor(s) and shall also take corrective measures in case the delay is caused due to process or administrative reasons.

6. Re-admission and Credit Transfer for Ph.D. Degree:

- If the student exceeds the maximum duration of the program, then he/she may 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 (CETC) of IoBM. While students may express their interest in readmission, the final decision lies with the Institute, considering various factors evaluated by the committee.
- 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. A maximum of 50% courses may be transferred with a grade B and above.

7. Ph.D. Dissertation Requirements:

- Complete the prescribed coursework according to the Program Structure.



- Select a supervisor from the relevant field within the university/institute in accordance with HEC requirements.
- Pass a comprehensive Exam.
- Write a Ph.D. proposal following the IoBM Ph.D. Template under the guidance of a supervisor (See Templates 1 & 2).
- Successfully defended the Ph.D. proposal in an open defence.
- BASR Approval of Ph.D. Proposal.
- Satisfactory semester-wise research progress report will be maintained by the supervisor.
- Complete a total of 48 credit hours of Ph.D. coursework (18 CHs) and dissertation (30 CHs).
- Each PhD researcher shall be required to publish at least one research paper as its first author during his or her doctoral studies in an HEC-approved journal for the award of PhD degree (as per IoBM Research Publication policy given on page # 9).
- Final dissertation submission to BASR.
- Evaluation of Dissertation by 02 Evaluators from technologically advanced countries and approval by BASR.
- If the dissertation is rejected by one of the evaluators, it will be sent to a third evaluator.
- Finalise the dissertation based on the comments/changes provided by the evaluator/s.
- Present a dissertation 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 dissertation finalisation entails carefully considering and incorporating any comments/changes provided by the examiners while ensuring compliance with the designated IoBM format (See Template 3).
- Submit soft copies in two CDs and a minimum of five hard copies including: Library, concerned Dean's Office/Research HoD, Supervisor, BASR, and Student, according to the IoBM Ph.D. (Template 3)
- Complete the student's file along with all required forms/documents signed by the relevant authorities.
- The Ph.D. dissertation cover should be in the “Black” colour.
- The Degree Award Letter is issued after the completion of all HEC and IoBM requirements (BASR PhD: Checklist)
- Submission of the online PCD form provided on the HEC website.

8. Guideline for Proposal Writing and Defence:

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

i. Selection of Research Area

The research area of the Ph.D. researcher must:

- Corresponds to the community needs at the regional and local levels and complies with the priority.
- National research agenda.
- 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 dissertation shall reflect the following characteristics:

- The document is well written.
- The contents are balanced, well organised, 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 a Ph.D. dissertation capable of conducting research independently, ensuring the technical soundness of their Ph.D. dissertation is integral. The following guidelines shall be useful to make the Ph.D. research methodologically sound:

- **Guidelines ensuring the quality of Qualitative Research:**

A Ph.D. research dissertation, based on the Qualitative Research methods, should satisfy, at least, the following questions:

- a. Does the research, as reported, illuminate the subjective meaning, actions and contexts of those being researched?
- b. 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 study?
- c. Does the sample produce the type of knowledge necessary to understand the structures and processes within which the individuals or situations are located?
- d. Is the description provided detailed enough to allow the researcher or reader to interpret the meaning and context of what is being researched?
- e. How are the different sources of knowledge about the same issue compared and contrasted?
- f. Are subjective perceptions and experiences treated as knowledge in their own right?
- g. 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?

- **Guidelines Ensuring the Quality of Quantitative Research:**

A Ph.D. dissertation with Quantitative Research methods should satisfy, at least, the following questions:

- a. Reliability – Are the results repeatable?
- b. Validity – does it measure what it says it does?
- c. Internal validity – do the research results mean what they appear to?
- d. External validity – can the results be generalised to other settings (ecological validity)
- e. and to other populations (population validity)?
- f. 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, a Ph.D. dissertation at least:



- a. Reflect a fair proportion of the 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 to 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, a Ph.D. dissertation at least:

- a. Reflect judicious evaluation of study results in relation to 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 the usefulness of the study results for devising policy, as stated in the beginning.
- d. Discuss how the resulting policy will be useful for the organisation/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 must lack substance.

vi. *External Evaluation of Ph.D. Dissertation:*

A Ph.D. dissertation must be evaluated by:

- At least two external experts who shall be PhD faculty members from the world's top 500 universities, ranked by the Times Higher Education or QS World Ranking in the year corresponding to the dissertation evaluation year.

vii. *Plagiarism and Similarity Test:*

- Under no circumstances shall a dissertation based on plagiarized research be acceptable. It is the primary responsibility of both Ph.D. researchers and their supervisors to prevent plagiarism.
- Originality/Similarity reports generated by Turnitin provide clues in the form of text matches, Proverbs, Universal Truths, phrases, etc. Scholars/Students must make sure that the document they are submitting is in a required documenting style (i.e. IEEE, Chicago, MLA, APA, etc.).
- If the document has a similarity index $\leq 19\%$, then benefit of doubt may be given to the author, but in case any single source has a similarity index $\geq 5\%$ without citation, then it needs to be revised/corrected.
- It is important to note that too much quoted material is not desired as per policy, and the Turnitin tool gives a warning if submitted material has more than 15% quoted material, which is alarming and not accepted.

viii. *Research Publication:*

- For Science (Impact Factor, HEC W-Category Journal), and for Social Sciences (Impact Factor, HEC X-Category Journal and above).



ix.

General Guidelines:

- The student will use the proposal template provided on the IoBM's website to write the proposal.
- After the proposal has undergone a Turnitin check, the supervisor will forward the proposal to the Ph.D. Coordinator/HoD (Template 1 & 2 along with BASR PhD Forms 9, 10, 11, 12) in both hard and soft copies of the proposal.
- Once the Ph.D. 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 Ph.D. 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 the supervisor, HoD and approval of the relevant Dean.
- At least one week prior to the proposal defence, an official notification will be issued by the Ph.D. 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.
- If 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.

9. Ph.D. Dissertation Template and General Guidelines:

i. Ph.D. Dissertation Guidelines

- The word limit for Ph.D. dissertation should be between 50,000 to 70,000 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 Ph.D. dissertation: Black

ii. The Ordering of Items for the Dissertation

- Title Page [PhD Dissertation 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
- Bibliography (if required)
- Annexures/Appendices (if any)

iii. *Font and Font Size:*

- Times New Roman font to be used
- Font size 12 for the text of the dissertation
- 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 Association (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 dissertation.

vii. *Chapters Title Heading and Subheading:*

- Headings should be single-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 centred 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 dissertation has been used before and that the main text of the dissertation is original work. The declaration immediately follows the acknowledgement and must be signed by the candidate.

x. Dissertation Binding Template:

- Black colour with embossed gold lettering IoBM logo to be printed on the dissertation.

xi. Electronic Version:

- The Institute of Business Management (IoBM) requires electronic submission of the dissertation 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 dissertation matches the completeness and fidelity with the print version of the dissertation.

xii. Plagiarism Check:

- The dissertation 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. A similarity index $\leq 19\%$, then benefit of doubt may be given to the author, but in case any single source has a similarity index $\geq 5\%$ without citation, then it needs to be revised/corrected.

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 (from Technologically Advanced Countries) and 2 Defence Examiners (as per HEC Policy) on the subject area to be submitted to BASR for Approval. (BASR PhD Form: Examiners/Evaluators Form).
- The external experts who shall be PhD faculty members from the world's top 500 universities, ranked by the Times Higher Education or QS World Ranking in the year corresponding to the dissertation evaluation year.

xiv. Evaluation of Ph.D. Dissertation:

- 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 authorised by the BASR to send the dissertation to the other evaluator for review from the provided list for approval.



xv.

Open Defence of Ph.D. Dissertation:

- 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 dissertation (if any), BASR-Office will then officially send the dissertation to the Defence Examiner for review and the invitation for the defence.
- The Ph.D. dissertation 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 Ph.D. programs must attend the defence, and attendance should be maintained by the coordinators.
- Ph.D. dissertation open defence evaluation form (BASR PHD FORM 17) to be submitted to the Defence examiner, and submit the defence report on the same day to the BASR Office.
- 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 the BASR-Office for resending the case to BASR for Degree Approval.
- The final dissertation will be sent to the IoBM Turnitin Focal Person for the official check of similarity.

xvi.

Open Defence of Ph.D. Dissertation Protocol:

- Following HEC Policy, the defence is required to be conducted in an open manner.
- Advance notice should be provided to ensure timely communication of the defence schedule.
- Supervision of the proceedings shall be maintained by 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.
- The defence proforma must be completed, signed by the relevant committee members, and submitted on the same day of the viva exam.



PhD TEMPLATES

1. Ph.D. Short Proposal
2. Ph.D. Long Proposal Template
3. Ph.D. Dissertation Template



PhD Proposal Form for BASR

Date:	Program:
Name of Student:	Registration No.....
Date of Admission:	Course completed (Semester):
Comprehensive exam: Yes / No	Date of comprehensive exam:
Name of Supervisor/s:	Co-Supervisor:
Title of Dissertation:	
(Capitalized Each Word):	

*Note: A word count of 2000 (Maximum) with a font size of 11 (Times New Roman).
Only relevant references should be added.*

☐ Correspond to the community needs at 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

References



Ph.D. Research Proposal Template



**Title of Study
(Topic)**

**Ph.D. Dissertation Research
Proposal**

**Student's Name
(Student ID #)**

**Supervisor/s
Dr. ABC
Dr. XYZ**

**College/Department of
Institute of Business Management (IoBM)**

Karachi

2025



Title of Study

By Student Name

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.

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 organisation and flow of the dissertation. 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" 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?"

3. Study Objectives

- i.
- ii.
- iii.....

4. Justification/importance of the 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 Society and humanity at large?

5. 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. Literature review is a well-organised 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 have these studies been conducted, and whether these studies have been theoretically or empirically adequate.

6. Research Questions and/or Hypothesis

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

7. Research Methodology/Research Design

The methods or procedures section is undeniably the heart of the research proposal. This section normally includes the following main areas:

7.1 Type of Research

7.2 Sampling Method

7.3 Sample Size

7.4 Data Collection and Tools

7.5 Data Analyses (Model, if any proposed)

8. Proposed Chapter Outline:

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

9. References, Bibliography and Appendices (if any):

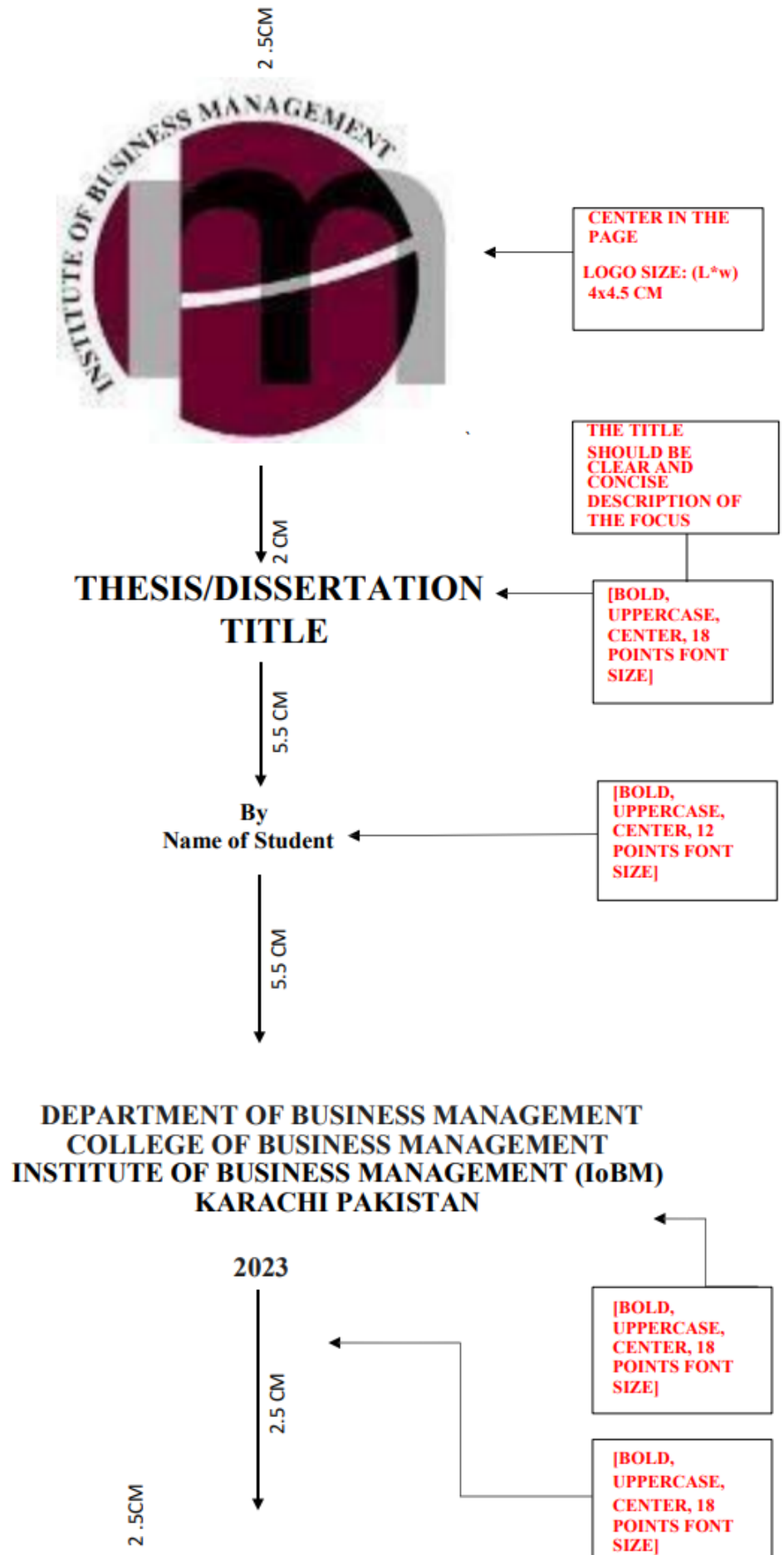
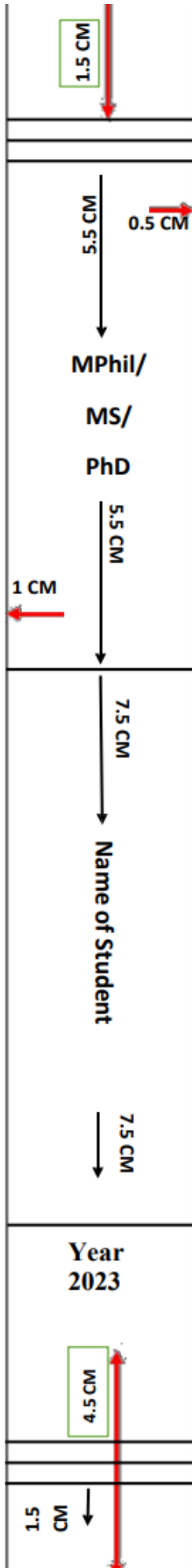
The research proposal must contain a thorough, focused succinct references and bibliography. The candidate should follow the APA style. This will not be counted in the total count of words. The need for complete documentation generally dictates the inclusion of appropriate appendices in proposals (if any/required). The Appendix should contain a copy

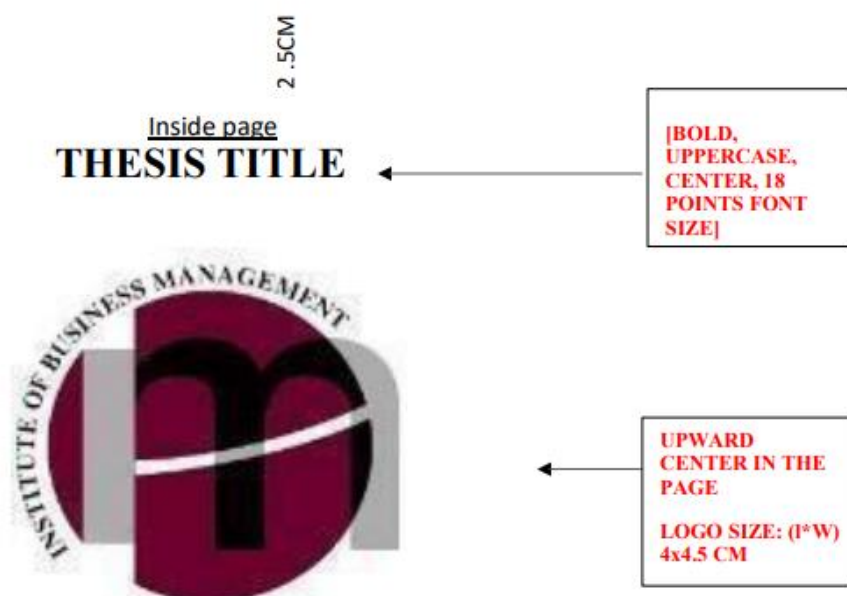


of the instrument and other documents like a questionnaire, etc., which are not supposed to go in the body of text.

10. 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.





By
Name of Student

[BOLD, Lowercase, CENTER, 12 POINTS FONT SIZE]

Supervisor
Name of Supervisor

[BOLD, lowercase, CENTER, 12 POINTS FONT SIZE], Times New

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

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

2023





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ACKNOWLEDGEMENT

[BOLD, UPPERCASE,
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FONT SIZE] Times
New Roman

This is the prerogative of the researcher (student) to whosoever 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
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