



Thesis Guidelines

Institute of Graduate Studies, (IGS) KUPTM, KL

(PhD, Master and Project Research)



The KUPTM Thesis Guideline Amended 2022 was approved by Senate resolution No. 370/2022 under Section 13 Constitution. The use of this rule is effective from Semester November, 2021 session.

TABLE OF CONTENTS

GENERAL REQUIREMENTS OF THESIS	1
1.1 Introduction.....	1
1.2 Submission of Thesis	1
1.3 Language.....	1
1.4 Technical Specification.....	1
1.4.1 General Form and Style	1
1.4.2 Paper Type and Quality.....	1
1.4.3 Typeface and Font Size.....	1
1.4.4 Margin.....	2
1.4.5 Spacing.....	2
1.4.6 Pagination	2
1.4.7 Binding.....	2
FORMAT OF THESIS	3
2.1 Preface	3
2.1.1 Title Page.....	3
2.1.2 Certification of Thesis Work.....	3
2.1.3 Permission to Use	4
2.1.4 Abstract.....	4
2.1.5 Acknowledgements.....	4
2.1.6 Table of Content	4
2.1.7 List of Tables	4
2.1.8 List of Figures	4
2.1.9 List of Abbreviations	4
2.2 Text of Thesis.....	5
2.2.1 Chapter 1: Introduction	5
2.2.2 Chapter 2: Literature Review	5
2.2.3 Chapter 3: Methodology	5
2.2.4 Chapter 4: Results and Discussion.....	5
2.2.5 Chapter 5: Conclusion and Recommendation.....	5
2.3 Supplements.....	6
2.3.1 Tables.....	6
2.3.2 Figures	6
2.3.3 Chapter Layout.....	6
2.3.4 Equations	6

2.3.5	Footnotes.....	6
2.3.6	References.....	6
	WRITING CONVENTIONS.....	7
3.1.	Units of Measurement.....	7
3.2	Research Ethics.....	7
3.3	Miscellaneous of Writing Conventions.....	7
3.3.1	Numbers.....	7
3.3.2	Brackets [].....	7
3.3.3	Symbol for Percentage.....	7
	SPECIFIC GUIDELINE FOR CANDIDATES.....	8
4.1	Specific Guideline for PhD Candidates.....	8
4.2	Specific Guideline for Master by Research Candidates.....	12
4.2.1	Flowchart: Master by Research Guideline.....	14
4.3	Specific Guideline for Master Dissertation (21 Credit Hours) and Master Research Paper (12 Credit Hours).....	15
4.3.1	Flowchart: Master Research Paper (12 credits).....	16
4.3.2	Flowchart: Master Dissertation (21 credits).....	17
4.4	Specific Guideline for Master Project Paper.....	18
4.4.1	Flowchart: Master Project Paper.....	19
	 Appendix A: Spine and Cover of the Thesis/Dissertation/Research Paper/Project Paper.....	 20
	Appendix B: Title Page.....	21
	Appendix C: Permission to Use.....	22
	Appendix D: Sample of Table.....	24
	Appendix E: Sample of Table (Continued).....	25
	Appendix F: Sample of Figure.....	27

GENERAL REQUIREMENTS OF THESIS

1.1 Introduction

The thesis will provide candidates with an opportunity to demonstrate the ideas, research skills, and creative abilities they have gained during their graduate work. This guideline will assist candidate to meet the minimal format requirements set by the University.

1.2 Submission of Thesis

Candidates intending to submit their thesis should comply with the procedures as stated in the Postgraduate Handbook.

1.3 Language

The thesis should be written either in standard American or British English or standard Bahasa Melayu. There should be consistency in the use of the language throughout the thesis. The thesis should be written in third person.

1.4 Technical Specification

1.4.1 General Form and Style

A thesis must be words processed. The recommended length of a complete PhD (Business Administration) thesis is not exceeding 100,000 words, PhD (Information Technology) is not exceeding 100,000 words, a Master thesis (full research) is not exceeding 80,000 words, a Master dissertation (mix-mode) is not exceeding 45,000 and Master Research Paper (12 credit hours) and Project Paper (6 credit hours) is not exceeding 30,000 words. The number of words does not include references, appendices, and information on the titling/preliminary pages.

1.4.2 Paper Type and Quality

Printing should be done in letter quality or on a laser printer. White simili paper (80gm) or equivalent quality should be used. Only one side of the paper is to be used. Candidates are advised to refer closely to this guide to avoid costly errors and delays. With the exception of photographs, one type and brand name of paper must be used throughout the thesis. The standard paper size is A4 (210mm x 297mm) of A4 size and must be of good quality (80gm) with a hard, bright and even surface.

1.4.3 Typeface and Font Size

The entire text of the thesis, including headings and page numbers, must be produced using Time New Roman. The font size should be 12 point and should not be scripted or italicized except for scientific names and terms in a different language. Bold print may be used for headings. Font for Tables and Diagrams should be between 12-10 points. Footnotes and text in Tables and Diagrams should not be less than 10 point (12-10 points).

1.4.4 Margin

For binding purposes, the left margin should be at least 4cm (1.5 inch) and the right, top and bottom margins should be at least 2.5cm (1 inch). Margin specifications are meant to facilitate binding and trimming. All information (text headings, footnotes and figures), including page number, must be within the text area.

1.4.5 Spacing

The thesis should be typed double-spaced and for spaces between paragraphs and sections. Body text should be justified. The following, however, should be single-spaced:

- a. explanatory footnotes (if necessary);
- b. quotations longer than three lines set in a block;
- c. multi-line captions (tables, figures);
- d. appendices such as questionnaires, letters; and
- e. headings or subheadings

1.4.6 Pagination

Each page in thesis, including those in the appendices must be numbered consecutively. All pages should be numbered at the bottom of the page. Page numbers should appear by themselves and should not be placed in brackets, hyphenated or accompanied by other decorative devices. Print text or figures only on one side of each sheet. Pages should be numbered consecutively throughout the thesis, including pages for tables, figures and appendices. Each should be identified separately using an uppercase letter. The pages of the appendices should also be numbered accordingly.

Preliminary pages preceding Chapter 1 must be numbered in Roman numerals (i, ii, iii). The Title Page should not be numbered though it is counted as page i. Page 1 begins with the first page of the Introduction (or Chapter 1) but not numbered. Subsequent pages should be numbered beginning with page 2. Arabic numerals (1, 2, 3) are used on the pages of the text and supplementary sections.

1.4.7 Binding

The thesis/dissertation should be bound in hard cover with **Maroon colour for PhD, Green colour for Master by Research, Blue Black for Master Dissertation** (Master by mix mode) and **Black colour for Research Paper and Project Paper (Master by coursework)**. The binding should be of a fixed kind in which pages are permanently secured.

The following should be lettered in gold from the head to the foot of the thesis

- Cover, using Times New Roman 16-point fonts
- Spine, using Times New Roman 14-point fonts,
- Title of thesis;
- Name of candidate;
- Degree for which the work is submitted;
- Month and Year of submission

(Refer to Appendix A)

FORMAT OF THESIS

A thesis generally consists of three main parts:

1. Preface – including title page, certification of thesis work, permission to use, abstracts (Bahasa Melayu and English), acknowledgements, table of contents, list of tables, list of figures, and abbreviation.
2. The text or main body – divided into chapters and sections.
3. Supplement – consist of tables, bibliography or references, and appendices.

The sequence is as listed below:

ITEMS	REMARKS
1. Blank Page	
2. Title page	Not to be paginated but counted as 1 or i. Subsequent pages are paginated and are numbered consecutively or according to the chapter and listed in the Table of Contents
3. Certification of Thesis Work	
4. Permission to Use	
5. Abstract	
6. Abstrak	
7. Acknowledgement	
8. Table of Content	
9. List of Tables	
10. List of Figures	
11. List of Abbreviation/Notations/ Glossary of Terms	
12. Text of Thesis (Chapters)	
13. References	
14. Appendices	
15. Blank Page	

2.1 Preface

2.1.1 Title Page

Title Page should include the following:

- a. Full title of thesis (in uppercase using Times New Roman 12-point fonts)
- b. Full name of author (in uppercase using Times New Roman 12-point fonts)
- c. Degree for which the thesis is submitted (in titlecase using Times New Roman 12-point fonts)
- d. Name of the institution to which the thesis is submitted, e.g.: Institute of Graduate (in titlecase using Time New Roman 12-point fonts)

(Refer to Appendix B)

2.1.2 Certification of Thesis Work

Certification from the Thesis Committee must be included. The sheets are in **peach colour** for PhD, & Master by Research, signed by Chairman of the Viva, External Examiner, Internal Examiner and Supervisor/s.

The sheets for Research Paper & Project Paper (Master by coursework) is in **pink colour**, signed by Chairman of the Viva, Examiner and Supervisor. The sheets can be obtained from the Institute of Graduate Studies, KUPTM, KL.

2.1.3 Permission to Use

Students are expected to include in the front of their thesis a statement in paragraph form granting permission to use the thesis under specifically stated conditions, and indicating the address of the person to whom request for such permission should be sent (**Refer to Appendix C**).

2.1.4 Abstract

An abstract in both Bahasa Melayu and English must be included, with the former version appearing before the latter if the thesis is written in Bahasa Melayu, and vice versa. The abstract should identify clearly and succinctly the purpose of the research, the methods used, the results obtained and the significance of the results or findings. The abstract should be written in one page, single spacing, and should be between 250 - 300 words. The candidates should also include between three and five keywords at the bottom of the abstract. All the keywords should be in small letter. The abstracts should be checked and verified by Faculty of Language, KUPTM, KL.

2.1.5 Acknowledgements

Acknowledgements usually contain written expression of appreciation for guidance and assistance from individuals and institutions. The acknowledgements should not exceed 250 words.

2.1.6 Table of Content

The table of contents must list and provide page references for all elements of the thesis. For the text of the thesis, it will indicate chapters, sections and important sub- divisions of each section. The numbering and format of material in the table of contents must be identical to the way this material appears in the text of the thesis. The title of each chapter should be written in full capital with no terminal punctuation. The title of a subdivision of a chapter or section should be in small letters, with the exception of the first letter of significant words.

2.1.7 List of Tables

The list of tables follows the table of content. This list includes the number of each table, the title and the page number. The lists should be in small letters, with the exception of the first letter of significant words.

2.1.8 List of Figures

The list of figures follows the list of tables. This list includes the number of each figure, the title and the page number. The lists should be in small letters, with the exception of the first letter of significant words.

2.1.9 List of Abbreviations

The list includes all non-standard abbreviations used in the text of the thesis. It follows the list of figures. The lists should be in small letters, with the exception of the first letter of significant words.

2.2 Text of Thesis

Generally, the body of a thesis consists of the following sections.

2.2.1 Chapter 1: Introduction

- Background of the Study
- Problem Statement
- Research Questions
- Research Objectives
- Scope and Limitations of the Study
- Definition of Key Terms
- Organization of the Thesis

2.2.2 Chapter 2: Literature Review

It is critical reviews of literature and theories related to the topic of the thesis. It is meant to act as a base for the experimental or analytical section of the thesis. Literature selected must be related to the research as a base to guide the development of research framework.

2.2.3 Chapter 3: Methodology

Methodology describes the methods and techniques as follows:

- Research Framework
- Hypotheses/Propositions Development
- Research Design
- Operational Definition
- Measurement of Variables/Instrumentation
- Data Collection:
- Sampling
- Data Collection Procedures
- Techniques of Data Analysis

2.2.4 Chapter 4: Results and Discussion

Analyses of data and findings of the research are described in this chapter. It presents complete results and analyses of the study in the form of figures, tables or text so that the key information is highlighted. Results and discussions may consist of more than one chapter depending on the nature of research.

2.2.5 Chapter 5: Conclusion and Recommendation

Key findings are summarized according to the research objectives. The significance of the findings and their theoretical, practical and policy implications should be highlighted. Recommendation for future research should also be included.

Note:

These are the basic requirements of the thesis contents. Candidates are allowed, with the consent of their respective supervisors, to add or rearrange the contents as deemed suitable for their research.

2.3 Supplements

2.3.1 Tables

Tables are labelled according to the chapter in which they appear. For example, tables in Chapter 3 are numbered sequentially: Table 3.1, Table 3.2 etc. The title is placed above the table, left justified and in the following format:

Table 3.1
Short Title (italic)

(Refer to Appendix C)

If the table is more than one page, the continued table on the following page should indicate that it is a continuation. If the table contains a citation, the source of the reference should be placed below the table. **(Refer to Appendix D)**

2.3.2 Figures

Figures such as map, charts, graphs, diagrams, photographs should be labelled according to the chapter in which they appear. For example, figures in Chapter 3 are numbered sequentially: Figures 3.1, Figures 3.2 etc. The title is placed below the figure, left justified and in the following format:

Figures 3.1
Short Title (italic)

(Refer to Appendix F)

2.3.3 Chapter Layout

A chapter may be divided into major sections and subsections. A major section is numbered with the First level 1, 2, 3 and subsection is numbered (1.1, 1.1.1, 1.1.2). This should be consistent throughout the thesis and to be limited to 3 levels if possible.

2.3.4 Equations

All equations are considered as text and numbered according to the chapter.

2.3.5 Footnotes

Footnotes are used to clarify certain terms, to state conversion factors and not to cite authority for specific statement or research findings. The footnotes should stand at the foot of relevant pages. The numbering of footnotes should begin with I and continue within the chapter or appendix, and not throughout the whole text. The font should be smaller from the text (font size 10).

2.3.6 References

Reference is a term commonly taken to mean a list of work cited. *Please refer to the recent edition of APA (American Psychological Association) publication manual. APA writing style requires a reference list be double spaced and that entries have a hanging indent (p. 180, APA Publication manual).*

WRITING CONVENTIONS

3.1. Units of Measurement

The International System of Units (SI) must be used for all scientific data.

3.2 Research Ethics

Research ethics involves all the moral and professional issues relating to research. The most serious breach of ethical standards in writing a research report/dissertation/thesis is the offence of plagiarism. Plagiarism is defined as the use of original work, of ideas or actual texts created by others, without acknowledging the original source. University has the mechanism to verify the authenticity of the thesis; hence the researcher is expected to comply with the maximum requirement of 25% of the direct quotes with appropriate citations. As for plagiarism elements, the similarity index via Turn-it-in should not exceed 30%.

3.3 Miscellaneous of Writing Conventions

3.3.1 Numbers

All integers less than ten should be spelt out unless they are attached to units of measure (e.g. 5 kg, 10 ml etc.). If a sentence begins with a number, write the numbers in word. Use numerals for series of figures, (e.g. 8 balls, 18 softballs, etc.).

3.3.2 Brackets []

Within direct quotations, brackets are used to enclose any explanatory note inserted by the writer, e.g. “The said year [1998], it was a glorious year to be remembered (Maznah, 1998).

3.3.3 Symbol for Percentage

The symbol % may be used in place of the word percent, e.g. 43%. If the candidate uses 43 percent, consistency should be maintained.

SPECIFIC GUIDELINE FOR CANDIDATES

4.1 Specific Guideline for PhD Candidates

1. Registration: April/ July/ November semester

The candidates **must** activate their status by registering as a student every semester.

2. The candidates are advised to work closely with their supervisor(s) regarding their research project.

3. The students are required to attend the following Three (3) courses before they continue with their research:

- i. Advance Research Methodology
- ii. Proposal Meeting and Thesis Writing
- iii. Seminar on Current Issues in Business Administration

4. The candidates are required to present their research work at several occasions organized by the IGS, KUPTM, KL. A reminder letter would be issued to each candidate a month prior to each presentation.

- Symposium (Month 6).

The objective of the symposium is to provide an opportunity for candidates to share their preliminary research ideas as a preparation to defend their research proposals in month 12.

- Proposal Defense (Month 18 for part time).

The candidates are required to defend their proposals to a committee. The committee comprises a chairperson and two reviewers appointed by the Institute. Before the proposal defense, the candidates are required to:

- i. Submit the “Intent to Submit Proposal” form together with the Turn-it-in report. This can be done one month before the actual submission date.
- ii. Submit three (3) copies of the proposal to the College.

Once the proposal has been submitted, a defense date will be determined by the Institute. After the defense, the reviewers would provide written comments and recommend the status of the research proposal at the end of the session. The candidates are required to make amendments based on the comments and suggestions given by the reviewers. In case where candidates are required to re-defend their proposal, they are given a maximum of 6 months to refine.

The research proposal should cover the following topics:

- Chapter 1: Background of the study, problem statement, research questions, research objectives, scope of the study, and significance of the study.
- Chapter 2: Literature review

Chapter 3: Research methodology (Research framework, Hypotheses/Propositions Development, Research Design, Operational Definition and Instrumentation, Data Collection Sampling and Procedure, Technique of Data Analysis).

- Presentation of research findings (Month 24-36).

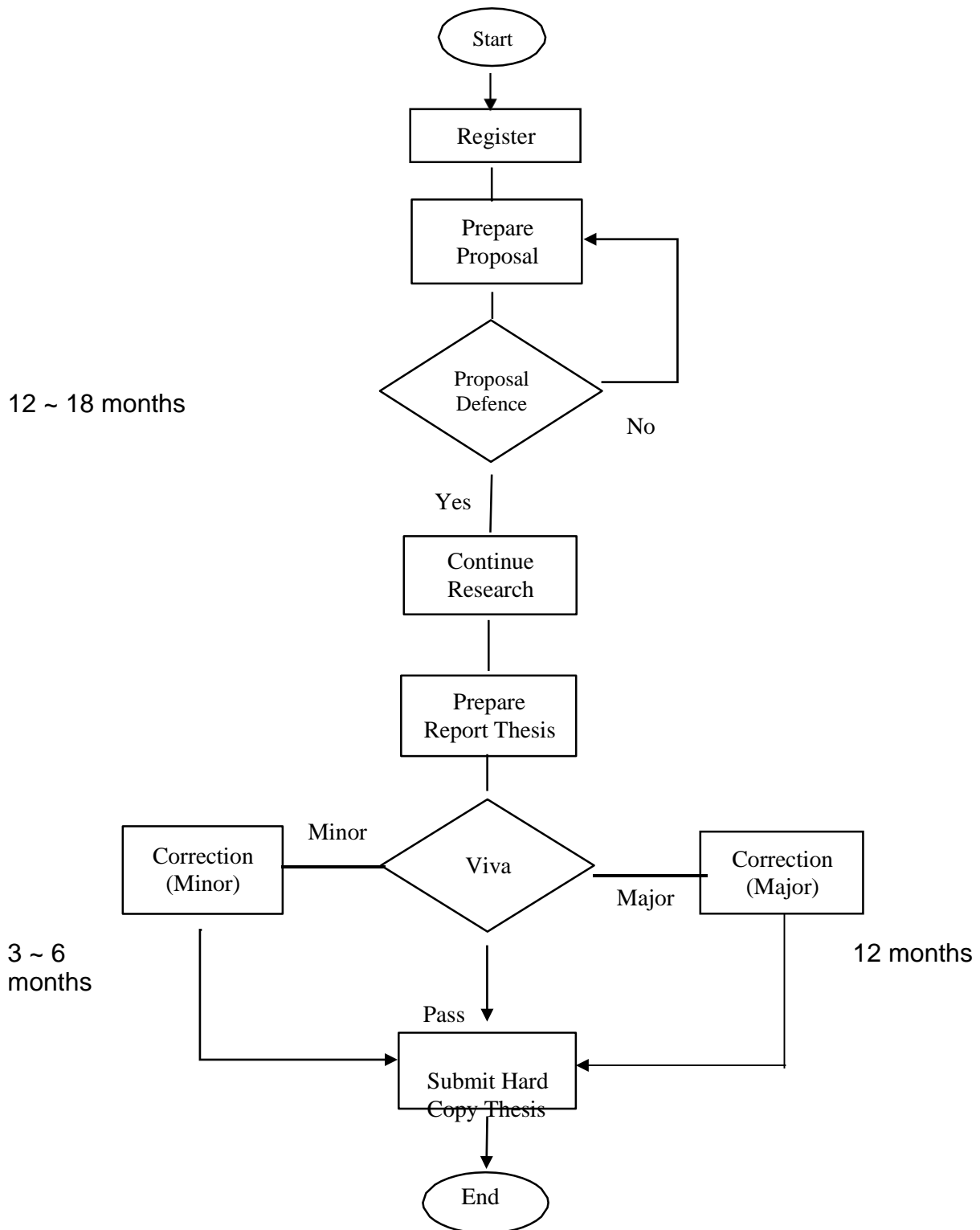
Candidates are encouraged to share their research findings and get feedback from the participants as a preparation to write their thesis.

5. The candidates are expected to be ready for examination of their thesis (*viva voce*) in month 36 for full time/month 60. Before the *viva voce*, the candidates are required to:
 - a. Submit the “Intent to Submit Thesis” form. This can be done three months before the actual submission date.
 - b. Submit three (3) copies of the draft thesis to the Institute along with the “Submission of Draft Thesis for Viva Voce Session” form endorsed by their respective supervisors. (Within approximately two (2) months, the candidates will be informed the date for the *viva voce* session).
 - c. Pay the fee before the *viva voce* session
6. The candidates are given time to make the necessary corrections/amendments based on the following results:
 - Pass - the candidate be awarded the relevant degree
 - Pass with minor revision - the candidate be awarded the relevant degree, subject to making the required amendments and corrections (Within three (3) months period)
 - Conditional Pass with major revision - the candidate is required to make major alterations to his/her thesis and resubmit the work for another assessment to the examiners concerned, but a second viva is not required (Within twelve (12) months)
 - Reschedule examination - the candidate is required to make major alterations to his/her thesis and resubmit the work for another assessment to the examiners concerned and a second viva is required and the outcome is either pass or fail (Within eighteen (18) months)
 - M Phil - the candidate be conferred a degree of a lower status
 - Fail – the candidate has failed

The candidates are advised to make corrections with guidance from the supervisor(s) based on comments and suggestions given by the examiners. Corrections that meet the requirements based on the comments and suggestions by the examiner(s) will be endorsed by the panel of the Oral Examination Board (members of the viva session).

7. Before binding the final thesis, approval (signatures) for the Certification of Thesis/ Dissertation from the Institute should be obtained.
8. The candidates should submit three (3) hardcopies of the thesis: two (2) in hard cover, and one (1) loose copy, and one (1) softcopy in CD form. The candidate may then request for a letter of certification from the Institute that he/she has completed the study and will be awarded the degree.

4.1.1 Flowchart: PhD Guideline



4.2 Specific Guideline for Master by Research Candidates

1. Registration: January/ May/ September/ semester.

The candidates should activate their status by registering as a student every semester. Payment of fees should be made at the Bursary before registration.

2. The candidates are advised to work closely with their supervisor(s) regarding their research work.
3. The candidates are recommended to attend a series of research trainings organized by the Institute during their first semester of enrolment (please refer to the Postgraduate Training Program for details).
4. The candidates are required to defend their proposals to a committee in month six (6) after registration. The committee comprises of a chairperson and at least one reviewer appointed by the Institute. Before the proposal defense, the candidates are required to:
 - a. Submit the “Intent to Submit Proposal” form together with the Turn-it-in report. This can be done one month before the actual submission date.
 - b. Submit three (3) copies of the proposal to the Institute.

Once the proposal has been submitted, a defense date will be determined by the college. After the defense, the reviewers would provide written comments and recommend the status of the research proposal at the end of the session. The candidates are required to make amendments based on the comments and suggestions given by the reviewers. In case of candidates required to re-defend their proposals, they are given a maximum of 3 months to refine and to successfully re-defend their research proposals.

The research proposal should cover the following topics:

- Chapter 1: Background of the study, problem statement, research questions, research objectives, scope of the study, and significance of the study.
- Chapter 2: Literature review
- Chapter 3: Research methodology (Research framework, Hypotheses/Propositions Development, Research Design, Operational Definition and Instrumentation, Data Collection Sampling and Procedure, Technique of Data Analysis).

5. The candidates are expected to be ready to defend their thesis in month 12. Before the *viva*, the candidates are required to:
 - a. Submit the “Intent to Submit Thesis” Form. This can be done one month before the actual submission date.
 - b. Submit three copies of the proposal to the College along with the “Submission of Draft Thesis for Viva Voce Session” form endorsed by their respective supervisors. (Within approximately two (2) months, the candidates will be informed the date for the *viva voce* session).
 - c. Pay the fee before the *viva voce* session

6. Within 1 month, the candidates will be informed for the viva session (oral examination for the theses defense). Results of the viva are given immediately after the viva session ends.

The candidates are given time to make the necessary corrections/amendments based on the following results:

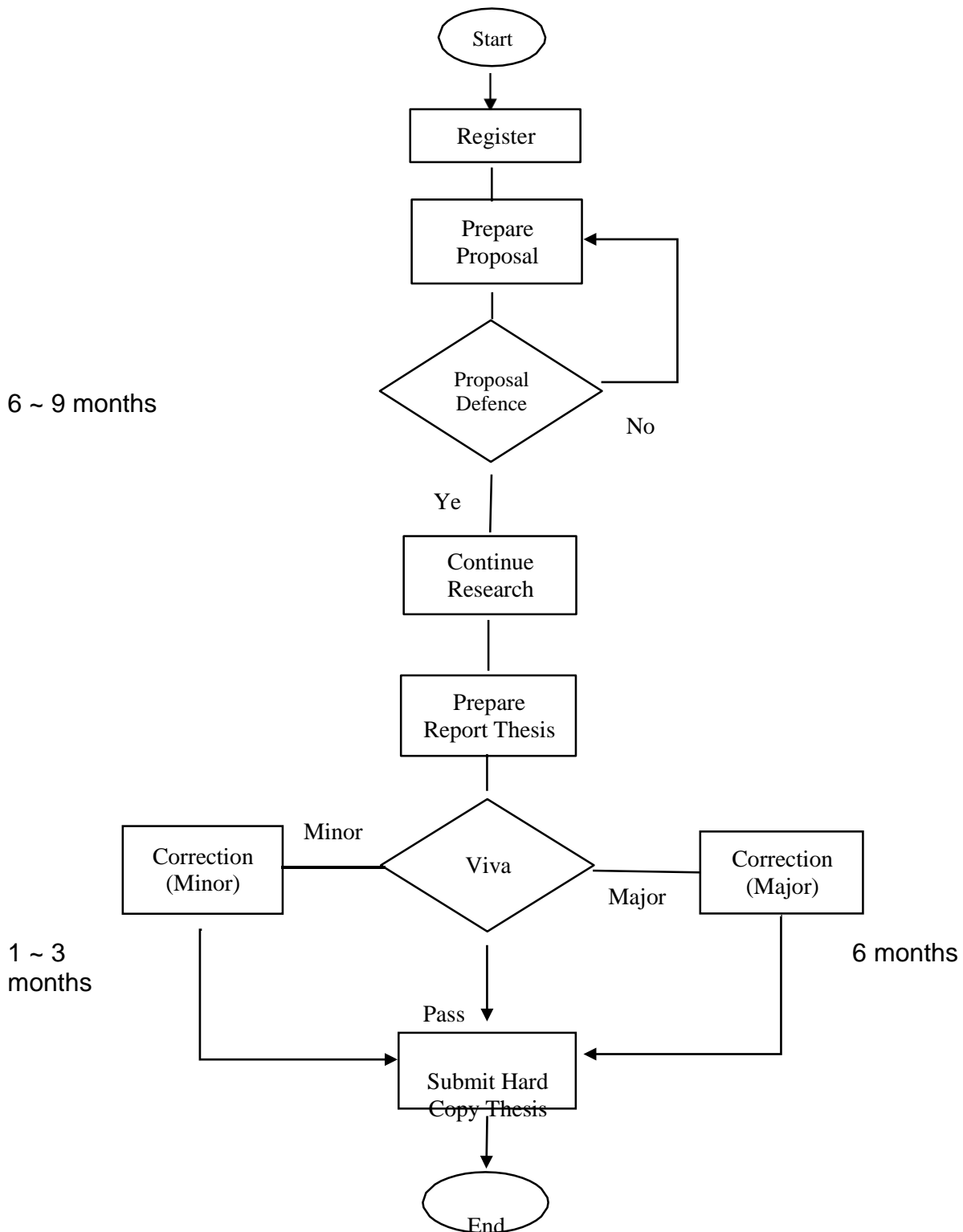
- Pass - the candidate be awarded the relevant degree
- Pass with minor revision - the candidate be awarded the relevant degree, subject to making the required amendments and corrections (Within three (3) months period)
- Conditional Pass with major revision - the candidate is required to make major alterations to his/her thesis and resubmit the work for another assessment to the examiners concerned, but a second viva is not required (Within six (6) months)
- Reschedule examination - the candidate is required to make major alterations to his/her thesis and resubmit the work for another assessment to the examiners concerned and a second viva is required and the outcome is either pass or fail (Within twelve (12) months)
- Fail – the candidate has failed

The candidate is advised to make corrections with guidance from the supervisor/s based on comments and suggestions given during the viva session by the examiners.

Corrections that meet the requirements based on the comments and suggestions by the examiner/s will be endorsed by the panel of the Oral Examination Board (members of the viva session).

8. Before binding the final thesis, approval (signatures) for the Certification of Theses/ Dissertation from the College should be obtained.
9. The candidates should submit three (3) hardcopies of the thesis: two (2) in hard cover, and one (1) loose copy, and one (1) softcopy in CD form.
10. The candidates may then request for a letter of certification from the College that he/she has completed the study and will be awarded the degree

4.2.1 Flowchart: Master by Research Guideline

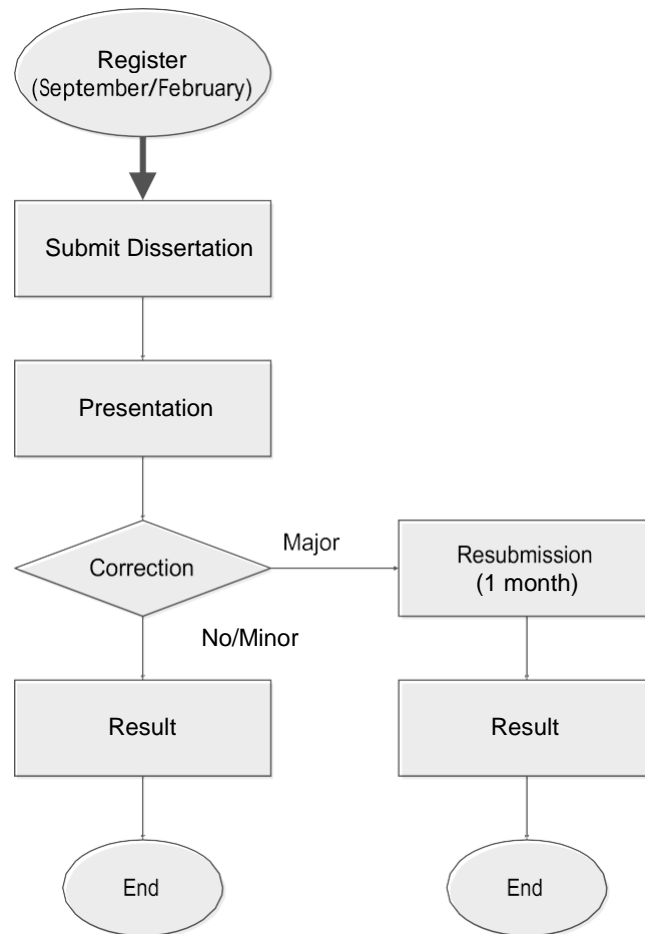


4.3 Specific Guideline for Master Dissertation (21 Credit Hours) and Master Research Paper (12 Credit Hours)

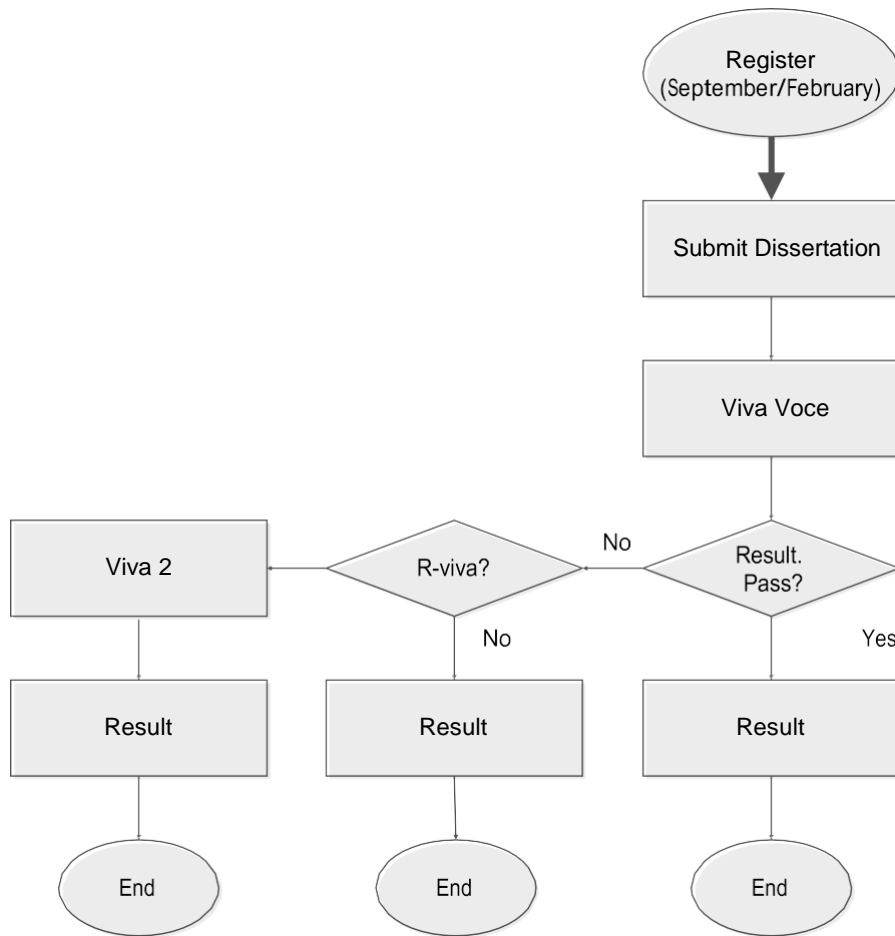
1. The candidates may register for a Master dissertation upon completion of all coursework. However, the candidates are advised to start their research work prior to the registration to ensure that the dissertation can be completed on time.
2. Once registered, candidates are advised to work closely with their supervisor(s) regarding their research work.
3. A presentation date will be scheduled by IGS, KUPTM, KL.
4. Before the *viva*, the candidates are required to:
 - a. Submit the “Intent to Submit Research Paper/Dissertation” Form. This can be done one month before the actual submission date.
 - b. Submit three copies (for Master Dissertation) and two copies (for Research Paper) of the proposal to the Institute along with the Turn-it-In Report two (2) weeks or more before the *viva voce* date.
5. The *viva voce* session for **Master Dissertation** will be evaluated by two (2) internal examiners appointed by the Institute and chaired by chairperson appointed by the Institute. The examiners would provide written comments and to recommend the status of the dissertation. The candidates are given a maximum of one month until the last date of the submission to make corrections (if any) based on the comments and suggestions given by the examiners. The marks are given by both examiners (50% each).
6. The *viva voce* session for **Research Paper** will be evaluated by one (1) examiner and chaired by chairperson appointed by the Institute. The examiners would provide written comments and to recommend the status of the dissertation. The candidates are given a maximum of one month until the last date of the submission to make corrections (if any) based on the comments and suggestions given by the examiner. The marks are given by examiners (40%) and supervisor (60%).
7. The marks scale are as following grading system:
 - High Distinction (90-100)
 - Distinction (75-89)
 - Credit (60-74)
 - Pass (55-59)
 - Fail (0-54)
8. Before binding the final dissertation/research paper, approval (signatures) for the Certification of Dissertation/Research Paper (pink form) from the Institute should be obtained.
9. The candidates should submit three (3) hardcopies of the dissertation/research paper: two (2) in hard cover, and one (1) loose copy, and one (1) softcopy in CD form.
10. The candidates may then request for a letter of certification from the College that he/she has completed the study and will be awarded the degree.

A summary of the above procedures is presented below.

4.3.1 Flowchart: Master Research Paper (12 credits)



4.3.2 Flowchart: Master Dissertation (21 credits)

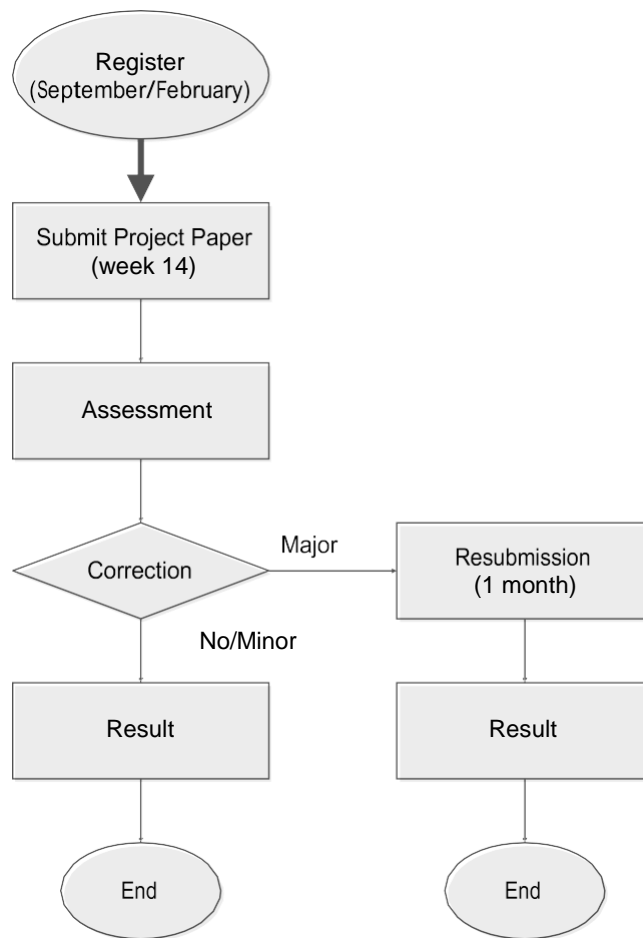


4.4 Specific Guideline for Master Project Paper

1. The candidates may register for a Master project upon completion of all coursework. However, the candidates are advised to start their research work prior to the registration to ensure that the project paper can be completed on time.
2. Once registered, candidates are advised to work closely with their supervisor(s) regarding their research work.
3. The candidates must submit two (2) copies of their project paper by week fourteen (14). The project paper will be evaluated by an examiner appointed by the Institute. The examiner would provide written comments and to recommend the status of the project paper. The candidates are given a maximum of one month until the last date of the submission to make corrections (if any) based on the comments and suggestions given by the examiner. The marks are given by both examiner (40%) and supervisor (60%).
4. Before binding the final project paper, approval (signatures) for the Certification of Project Paper (pink form) from the College should be obtained.
5. The candidates should submit three (3) hardcopies of the thesis: two (2) in hard cover, and one (1) loose copy, and one (1) softcopy in CD form.
6. The candidates may then request for a letter of certification from the Institute that he/she has completed the study and will be awarded the degree.

A summary of the above procedures is presented below.

4.4.1 Flowchart: Master Project Paper



Appendix A: Spine and Cover of the Thesis/Dissertation/Research Paper/Project Paper

2

MOHD IQBAL	RELATIONSHIPS BETWEEN PERFORMANCE AND JOB SATISFACTION
RELATIONSHIPS BETWEEN PERFORMANCE AND JOB SATISFACTION	MOHD IQBAL
PhD 2019	DOCTOR OF PHILOSOPHY KOLEJ UNIVERSITI POLY- TECH MARA, KUALA LUMPUR June 2019

**RELATIONSHIPS BETWEEN PERFORMANCE AND JOB
SATISFACTION**

By

MOHD IQBAL

**Thesis Submitted to
Institute of Graduate Studies,
Kolej Universiti Poly-Tech MARA,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

Appendix C: Permission to Use Page

PERMISSION TO USE (For PhD and Master By Research Candidate)

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Kolej Universiti Poly-Tech MARA (KUPTM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Institute of Graduate Studies where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the KUPTM in any scholarly use which may be made of any material in my thesis.

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Appendix D: Sample of Table

Table 1.1

Market Capitalization Percentages and Total Value of Stock Traded (% of GDP)

Year	Total Value of Stock Traded %	Market Capitalization %	Change in Market Capitalization %
2004	37.59	22.57	38
2005	41.67	25.07	64,7
2006	42.87	33.45	5,4
2007	46.73	44.28	46
2008	32.82	16.12	- 46
2009	57.34	36.73	45
2010	57.34	41.71	34,7

Source: World Bank indicators 2010, Turkey. Capital market board of Turkey, annual report 2010

Appendix E: Sample of Tables (Continued)

Table 3.1
List of CSR Definitions by Various Scholars

Author	Definition
Bowen (1953)	CSR refers to the obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society.
Frederick (1960)	Social responsibility in the final analysis implies a public posture towards society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms.
Friedman (1962)	There is one, and only one, social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game which is to say, engage in open and free competition without deception or fraud
Davis and Blomstrom (1966)	Social responsibility refers to a person's obligation to consider the effects of their decisions and actions on the whole social system.
Andrews (1973)	CSR is a balance between voluntary restraint of profit maximization, sensitivity to the social costs of economic activity and to the opportunity to focus corporate power objectives that are possible but sometimes less economically attractive than socially desirable.
Arrow (1973)	Firms 'ought to' maximize profit according to their social obligation since business profit represents the net contribution that the firm makes to the social good. On this basis, profit should be as large as possible and only be limited by law and ethical codes.
Sethi (1975)	Social responsibility implies bringing corporate behaviour up to a level where it is congruent with the prevailing social norms, values and expectations of performance.
Carroll (1979)	The social responsibility of a business encompasses the economic, legal ethical and discretionary expectations that society has of organizations at a given point in time.
Jones (1980)	Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.

Table 3.1 (Continued)

Author	Definition
Wood (1991)	The basic idea of corporate social responsibility is that business and society are inter-woven rather than distinct entities.
Bloom and Gundlach (2000)	CSR is the obligation of the firm to its stakeholders – people and groups – who can affect or who are affected by corporate policies and practices. These obligations go beyond legal requirements and the company's duties to its shareholders. The fulfilment of these obligations is intended to minimize any harm and maximize the long run beneficial impact of the firm on society.
Baker (2003)	CSR is about how companies manage business processes to produce an overall positive impact of the firm on society.
Van Marrewijk (2003)	CSR is associated with the communion aspect of people and organizations, whilst corporate sustainability (CS) is associated with the agency principle. Therefore, CSR relates to phenomenon such as transparency, stakeholder dialogue and sustainability reporting, while CS focuses on value creation, environmental management, environmental friendly production systems, human capital management and so forth.
Crowther and Rayman-Bacchus (2004)	CSR in its broadest definition is concerned with what is – or should be – the relationship between the global corporation, governments and individual citizens whilst in its more local context it is concerned with the relationship between a corporation and its local society in which it resides or operates, or with the relationship between a corporation and its stakeholders.

Source: Kakabadse *et al.* (2007)

Appendix F: Sample of Figure

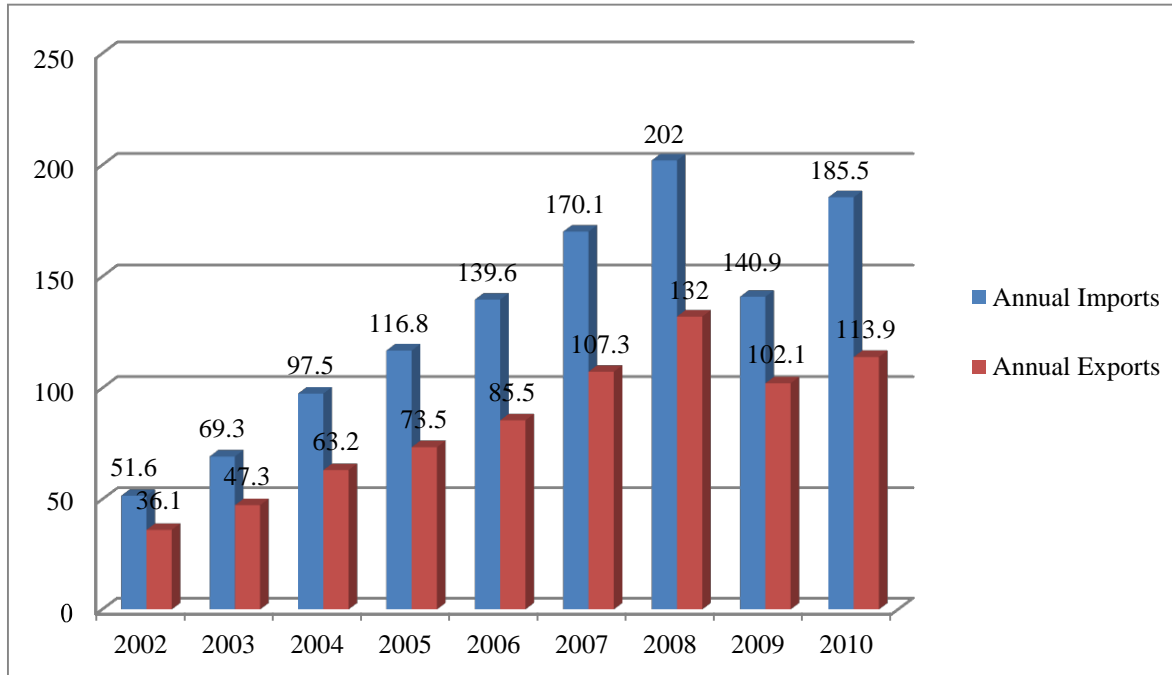


Figure 1.4
Annual Exports and Imports in Turkey in the Period 2002-2010 (Billion USD)
Source: Turkish statistical institute, 2010