

POSTGRADUATE STUDENT'S GUIDE

THESIS PREPARATION

PUTRA BUSINESS SCHOOL
NURTURING HUMAN LEADERS

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1. GENERAL REQUIREMENTS

1.1 Introduction

This guide is intended to assist graduate students of Putra Business School (henceforth the University) in the preparation of their theses in terms of formatting and writing conventions. Students should refer closely to this guide and seek clarification with the staff of the Thesis Division of the Learning Liaison, Putra Business School (PBS) on specific matters relating to the preparation of their thesis.

1.2 Language

The thesis should be written in English. Language use should be consistent throughout the thesis, especially in terms of spelling (American or British). The Roman alphabet should be used unless otherwise required by the discipline.

1.3 Technical Specifications

The thesis must only be printed on a letter-quality or laser printer. Only the original copy of a thesis or good and clean photocopies will be accepted. Copies with correcting fluid will not be accepted.

1.3.1 Thesis Title

The title of the thesis should not exceed 20 words.

1.3.2 Number of Words

The number of pages is dependent on the programme of study and should be between **50,000** to **80,000** words for a Master's thesis, and **80,000** to 100,000 words for a PhD thesis (excluding references and appendices).

1.3.3 Page Layout

The text should be presented in the portrait layout. The landscape layout may be used for figures and tables.

1.3.4 Type of Paper

White simile A4 size (210mm x 297mm) paper (80g) or paper of equivalent quality should be used. Students must include an extra blank sheet for the front

and back of the thesis. Photocopies of the thesis must be on similar quality paper.

1.3.5 Typeface and Font Size

The text of the thesis, including headings and page numbers, must be produced in 12-point font using either Times New Roman or Calibri. The font size should not be scripted or italicized except for scientific names and terms in a different language. Bold print may be used for headings. Footnotes and text in tables should not be less than 8-point.

1.3.6 Margins

The left margin should be at least 40 mm, and the right, top and bottom margins at least 25 mm. Margin specifications are meant to facilitate binding and trimming. All information (text headings, footnotes, and figures), including page numbers, must be within the text area.

1.3.7 Spacing

The thesis should be double-spaced, with four spaces between paragraphs and sections. The following however, should be single-spaced:

- i. Abstract,
- ii. Footnotes (if absolutely necessary),
- iii. Quotations of three lines or more, indented and set in a block,
- iv. Multi-line captions (Tables, Figures)
- v. Appendices such as Questionnaires, Letters, and
- vi. Headings or Subheadings.

1.3.8 Pagination

All pages should be numbered consecutively throughout the thesis, including pages containing tables, figures and appendices. Page numbers should be centred centrally at bottom margins. Page numbers should appear by themselves and should not be placed in brackets, be hyphenated or be accompanied by decorative images. Text, tables and figures should be printed on one (1) side of each sheet only.

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

1.3.9 Binding

Before making the required number of copies and binding the thesis, ensure that all university requirements have been met and necessary signatures have been obtained. Check that all pages are in the correct order. The thesis should be bound with a **black (PhD)** or **dark green (Master)** hard cover and the binding should be of a fixed kind in which pages are permanently secured. The following are requirements for the front cover.

a. Thesis Spine (refer to Appendix A for details)

The spine must be B5 size format, using a 14-point font and must contain the following:

- i. Name of student
- ii. Degree for which the study is submitted, and
- iii. Year of examination or viva voce.

b. Front Cover

The front cover must be entirely lettered using 18-point block font and contains the following:

- i. University Logo,
- ii. Title of thesis
- iii. Name of student
- iv. Degree
- v. Name of the university, and
- vi. Year of examination (viva voce)

2. PREPARATION OF A THESIS

2.1 Thesis Format

The following describes what is generally known as the conventional format of a thesis. There are three (3) formats available, and students are allowed to choose one that is appropriate for the research design of their study.

A thesis generally consists of three main parts: preliminary pages; text or main body (usually divided into chapters and sections), and supporting pages, containing references, and appendices. If applicable, a list of publications resulting from the study carried out during the period of candidature where the student is the first or principal author should be inserted after the appendices.

The preliminary pages include the title page, dedication, abstract, acknowledgements, approval sheets, declaration form, table of contents, and lists of tables, figures and abbreviations.

The typical layout of a thesis is shown in Table 1 below:

Table 1

A Typical Layout of a Thesis

No.	Item	Remarks
1.	Blank Page	
2.	Title Page	Not to be paginated but counted as (i)
3.	Copyright Page	
4.	Dedications (if any)	
5.	Abstract	
6.	Acknowledgements	
7.	Approval Sheet	
8.	Declaration Form	
9.	Table of Contents	
10.	List of Tables	
11.	List of Figures	
12.	List of Abbreviation/Glossary of Terms	
13.	Body of Thesis	Numbered consecutively from 1 onwards
14.	References	Continue with consecutive numbering
15.	Appendices	
16.	Blank Page	

2.1.1 Title Page

The title page should include the following:

- i. University Logo
- ii. Full title of thesis
- iii. Full name of student
- iv. Degree of which the thesis is submitted
- v. Name of the university
- vi. Month and year of submission

The title should describe the content of the thesis accurately and concisely, omitting words such as 'An Investigation of', 'An Analysis of', or 'A Study of', which are redundant. A thesis is already an investigation, analysis or a study of one kind or another. A detailed guide to determining a suitable thesis title is in Appendix B.

2.1.2 Copyright Page

Please note that a copyright page must be included on the verso page immediately following the title page of the thesis, and before the dedication (Refer Appendix C).

2.1.3 Abstract

The abstract is a digest of the entire thesis and should be given the same careful attention as the main text. It should not include any references. Abbreviations or acronyms must be preceded by the full terms at the first use. The abstract should be written in one page, single spacing, and should be between 300 and 500 words. It includes a brief statement of the problem, objectives of the study, methods used, and a summary of the major findings including their significance, and conclusions (Refer Appendix D).

2.1.4 Acknowledgements

Acknowledgements are written expressions of appreciation for guidance and assistance received from individuals and institutions. The acknowledgement should not exceed 250 words.

2.1.5 Approval Sheets

Two approval sheets are required. Both sheets will bear the signature of the Director of Thesis Based Programme certifying the approval of the thesis by the Thesis Examination Committee and after the University Senate has awarded the degree.

2.1.6 Declaration Form

The declaration form should be written as shown in Appendix F.

2.1.7 Table of Contents

The Table of Contents must list in and provides page references for all elements of the thesis. For thesis text, it indicates chapters, sections and important sub-divisions of each section. The numbering, sequence 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 sub-division of a chapter or section should be in small letters with the exception of the first letter of significant words.

2.1.8 List of Tables

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

2.1.9 List of Figures

Figures include graphs, maps, charts, engineering drawings, photographs (plates), sketches, printed images, and any other form of illustration that is not a table. The exact titles or captions and their corresponding page numbers must be listed in sequence. Figures, including any in the appendices, should be numbered consecutively throughout the thesis. If the whole thesis contains only one or two figures, then a list of figures is not necessary.

2.1.10 List of Abbreviations/Glossary of Terms

If abbreviations and acronyms are used in the thesis, these must be explained in a List of Abbreviations, even though the full names are given at first use. This list should be the last item in the preliminary section. It serves as a ready reference to readers not familiar with the abbreviations used in the thesis. The list should be in small letters with the exception on the first letter of significant words.

2.1.11 Body of Thesis

The body of a thesis normally consists of sections which are organised as chapters. A chapter may be divided into major sections and subsections. Main or primary headings within chapters are to be centred while sub-headings or

secondary headings are left justified. Tertiary headings are indented five (5) spaces and are not listed in the Table of Contents.

The main sections and subsections of a chapter may be identified by numbers where the former is regarded as being the first level. For example, Sections 2.1 and 2.2 would denote two consecutive main sections in Chapter 2, and Sections 3.1 and 3.2 would denote two consecutive main sections in Chapter 3. A subsection would be found in a major section of a chapter, and is regarded as the second level. It should be numbered 2.1.1., 2.1.2 etc. The numbering style should be consistent throughout the thesis and should be limited to 3 levels. Examples of how main sections and subsections are organised are listed in Appendices G1 and G2.

a. Chapter Layout

There are three (3) types of formatting the chapters of a thesis. The first type is for Quantitative Research (Using primary data), the second is for Quantitative Research (Using secondary data) and the third is for Qualitative Research design. These three formats are described in Appendices G1, G2 and G3. Generally, the layout of a thesis includes the following:

Chapter 1: Introduction

This chapter introduces both the contextual and theoretical issues which motivate the research to be conducted. The chapter consists of background which highlights the practical or contextual issues, problem statement which describes theoretical problems currently in exists which need to be addressed, the development and formulation of research questions and objectives, scope of study and its significance that attempts to explain why the study is worth performing.

Chapter 2: Literature Review

This chapter encompasses a critical and comprehensive review of the literature related to the topic of research. It contains elements of critical evaluation/analysis of the existing literature culminating in an exposition of the gaps in the current knowledge of the research topic. This establishes the researcher's own position in the existing field of scholarship on the particular topic.

Chapter 3: Methodology

This chapter contains the description and justification of the research designs and methods used to achieve the objectives of study. It involves the evaluation of the choice method, population and sampling procedure, measurements, data collection procedure, issues of validity and reliability, and techniques employed in analyzing the data.

Chapter 4: Analysis and Findings

This chapter contains the analyses and interpretations of the results obtained. The interpretation of data involves logical and analytical reasoning to determine the trends, patterns and relationships. The chapter describes the data preparation, descriptive statistics resulting from the studies, and inferential statistics that explain the findings.

Chapter 5: Discussion, Implications and Conclusion

This chapter contains critical analysis, synthesis, and evaluation of data, and how these are synchronized with study objectives. The discussion usually constitutes a coherent picture which provides insights into the gaps identified in the literature and leads firmly supported conclusions. The chapter also includes the implications of study, limitations as well as suggestions for future research.

b. Tables

The 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, Table 3.3 etc. The Table number is placed above the Table title and body in bold font. The Table title appears one double-spaced below the Table number, left justified and in an italic form (See example below):

Table 3.1

Short Title

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.

c. Figures

Figures such as maps, drawings, charts, graphs, diagrams, photographs, and plots should be labeled according to the chapter in which they appear. For example, figures in Chapter 3 are numbered sequentially: Figure 3.1, Figure 3.2, Figure 3.3 etc. The Figure number is placed above the Figure title and image in

bold font. The Figure title appears one double-spaced below the Figure number, left justified and in an italic form (See example below):

Figure 3.1

Short Title

d. References

Reference is a term taken to mean a list of work cited. Refer to the recent 7th edition of APA (American Psychological Association) publication manual. APA manual 7th Edition writing style requires a reference list be double-spaced and that entries have a hanging indent (Samples of references are in Appendix K).

e. Appendices

Information or data that is too detailed for the main body of the thesis may be included as appendices. These are placed after the references. Appendices include original data, summary, sideline or preliminary tests, tabulations, tables that contain data of lesser importance, very lengthy quotations, supporting decisions, forms and documents, computer printouts, and other pertinent documents. Appendix materials should be grouped by type, e.g., Appendix A: Questionnaire, Appendix B: Original data, Appendix C: Tables of results.

Appendices must be paginated consecutively with the main text. If there are three or less appendices, their details (such as number and titles) should be listed as items in the Table of Contents. If there are more than three appendices, the Table of Contents should include a List of Appendices with corresponding page numbers. The list itself should come immediately after the List of Figures.

2.2 Policy on Direct and Indirect Quotations

Direct quotations must be kept to a minimum except in some fields such as literature. Some examiners disallow quotations of over 10 lines. If there is a need to use a set of recommendations from a report, these should be paraphrased succinctly.

Both direct and indirect quotations must be acknowledged. The penalties for quoting without acknowledgment are severe, as is explained in the section on plagiarism. In the text, authors' surnames are used. The list of references is ordered by surname. For most names, this means the last name is first. Exceptions include Chinese names (in which the family name is already first and so stays first), and Malay names (in which the whole name is given as there is no equivalent to a family name). For example, Mary MacLaren would become MacLaren in the text and MacLaren, Mary or MacLaren, M in the list of references;

Wong Siew Lan would be Wong in the text, and stays Wong Siew Lan or Wong, S.L. in the list of references while Aminah Aris would be either Aminah Aris, Aminah, A or Aris, A, in both text and references. When in doubt about the format for citing a reference by a Chinese or Malay author, seek the advice of your supervisors.

2.2.1 Direct Quotations

Direct quotations less than three lines in length can be indicated using double quotation marks. If the length of the quotation is three full lines or more, use indentation and include page numbers. Indented quotations should be single-spaced with no quotation marks.

Example of a direct quotation that is less than a sentence and is worked smoothly into the text:

As Hattersley and McJannet (2005, p.121) explain, feedback, both giving and receiving, is an “essential” management skill.

Example of a direct quotation that is in full sentence:

As Hattersley and McJannet (2005) state, “Giving and receiving feedback are essential managerial skills” (p. 121).

If the name of the author or authors quoted does not open the sentence, it is given at the end with the date and page number.

Many authors stress the importance of feedback because “giving and receiving feedback are essential managerial skills” (Hattersley & McJannet, 2005, p. 121.)

Longer quotations are indented on the left side only or on both sides. Indenting shows that the text is quoted so quotation marks are redundant.

In 1993, the Main Board was refurbished through the launch of four new sectors (consumer products, construction, industrial products, and trading and services), the introduction of a loans sector and the merging of the oil palm and rubber sectors as the plantations sector, (Foong, 2004, p. 17).

2.2.2 Indirect Quotations

If ideas or information but not the wording of the original source is used, provide the name and date of the publication, leaving other details for the reference list at the end. For example:

Hattersley and McJannet (2005) explain the importance of giving feedback.

or

Feedback is extremely important (Hattersley & McJannet, 2005).

If general statements are being made, requiring the citation of several authorities, these must be listed in chronological order, with a semicolon between each source. Recent practice is to reverse the order, that is, to put the most recent authorities first.

Intercultural understanding is an important component in any international transaction (McLaren, 2005; Varner & Beamer, 2003; Hofstede, 2001).

2.3 Plagiarism

Plagiarism is taking the works of others and using them as if they were your own. Such works include:

- i. Words or ideas from printed literature such as journal papers, magazine articles, books, newspapers, web pages, computer programmes, etc.;
- ii. Published figures, tables, diagrams, illustrations, charts, maps, pictures or other visual materials; and
- iii. Information from interviews, etc.

Plagiarism comes in three forms:

- i. Copying full sentences or even paragraphs straight from the source as though they are the student's own work; and
- ii. Using the original wording from the source material without inverted commas or indentation, even if the source is acknowledged.
- iii. Paraphrasing without acknowledgement.

Usually, a change in style alerts the reader to the possibility of plagiarism. Examiners are likely to know the literature and recognise the plagiarism, but it is also true that it sometimes goes by undetected. It is now possible to detect

plagiarism by simply searching a small string of words on the Internet. Additionally, plagiarism-checking software programmes, such as Turnitin, are also widely available. These programmes produce Originality Reports, which list the percentage of similarity between the student's words and the source. Even excerpts with minimal alterations will be detected. Plagiarism is considered form of theft, and is under no circumstances acceptable in the world of scholarship. As such, if plagiarism is proven in a thesis at the examination stage, the thesis is automatically failed and the students' candidature terminated.

The key to avoiding plagiarism is to make sure credit is given where it is due when incorporating another writer's work. Students should do this even when the original source is paraphrased or summarised. When quoting a published or verbal statement, it must be identical to the original and must be attributed to the original author. Always cite the authors whose published works or statements are used in the thesis. The usage of materials such as diagrams and figures which are available on the internet or published articles without the permission of the copyright owners is an infringement of copyright and is not allowed.

2.4 Use of Editorial Service

Some students employ professional editors to 'polish' their written thesis. This should be done before the thesis is sent for examination. Be aware that some people who claim to be editors are not qualified, so check carefully before you commit yourself to an editor. The university does not insist that all theses be sent to professional editors (who charge a fee for their services). However, students should know that the Putra Business School accepts only theses that are free from basic errors in spelling, grammar and punctuation. Supervisors cannot be held responsible for the grammatical errors in the student's thesis. Their main responsibility is to check the content of the thesis, and not the language used. Upon submission of the final thesis prior to binding, the Putra Business School will browse through the thesis to ensure that it conforms to the present Guide.

3. COURSE WORKS

It is the intention of the university to equip students with a strong research knowledge and skill necessary for them to undertake a rigorous thesis that can contribute to knowledge in a prescribed field of inquiry. Three (3) courses have been designed to develop the student's writing, quantitative/qualitative, and research skills. These are:

- i. Research Methodology,
- ii. Research Analysis, and
- iii. Advanced Research Methodology

Passing the three courses is mandatory for PhD students, while for Master students, they have to pass only the Research Methodology and Research Analysis courses. To successfully complete the course work requirements, students must obtain a satisfactory level or at least 'B' grade for all courses. A student who fails any of the courses on the first attempt may retake it the following semester. A student who fails the course on the second attempt will be subject to dismissal from the programme.

4. COLLOQUIUM

The university holds two postgraduate colloquiums a year where students are given the opportunity to present their work in a mini-conference. This event will expose students to cutting-edge business and management research where they can learn a lot about research methods and presentation methods as well as develop their knowledge and critical skills in research. Each student is expected to give at least two presentations at these colloquiums over the period of their degree, normally one before the proposal defense, and the other before the viva voce.

5. PROPOSAL DEFENSE (PD)

After the completion of all required course works, students are eligible to defend a research proposal before an internal examination committee. The proposal defense is the first phase of assessment before the students are allowed to continue with their research works. The purpose of proposal defense is to ensure the students have a clear sense of direction in their research. The students must demonstrate that they can describe in detail the direction their research is taking, the research question it addresses, and how this will lead to a substantial contribution to knowledge or understanding. They must have sufficient acquaintance with the relevant field of knowledge, and have sufficient proficiency in the research methods, techniques, and theoretical approaches to move their research to the next step.

5.1 Intention to Submit for PD

If the students wish to go for a proposal defense, they must inform the University of their intention to submit the proposal by completing an 'Intention to Submit for PD Form' (LLD021 HG Notice of Thesis Proposal Submission) one (1) month before the intended submission date. This allows the university to make necessary arrangements for the PD examination.

5.2 Appointment of PD Examiners

Upon receiving the Intention to Submit Form, the university will formally request the supervisor to nominate two (2) internal examiners who are full-time members of academic staff of the university. One of the examiners must have significant and demonstrable knowledge of the field covered by the thesis while another examiner may be selected based on the expertise in the research design. The appointment of both internal examiners must be approved by the Director of Thesis-based Programme.

5.3 Proposal Defense Examination

The examination committee shall consist of two internal examiners, one who will also act as chairperson. The supervisor(s) and all interested members can attend the presentation and may participate during the Q & A sessions. For a Master thesis there shall be a chairperson who acts as a moderator and an internal examiner.

Immediately after the examination, the examiners should unanimously agree with the decision and sign the Joint Report Form. The examiners may decide that:

1. Student be given a pass with minor corrections and continue with the data collection,
2. Student be given a pass with major corrections and re-submit the revised proposal within four (4) months. The revised proposal must be endorsed and approved only by the supervisor(s), or
3. Student be given six (6) months for significant changes in the proposal, and re-submit for a second defense.

6. SUBMISSION OF THESIS FOR VIVA

6.1 Intention to Submit

Students should inform the University of their intention to submit the thesis for examination (viva) by completing an 'Intention to Submit Form' (LLD023 HG Notice of Thesis Submission). This form should be submitted three (3) months before the intended submission date. It is anticipated that by the time the thesis is submitted there will be no delay in the thesis being sent out to the examiners for their assessments.

6.2 Appointment of Examiners

Upon receiving the Intention to Submit Form, the university will formally request the supervisor to nominate an internal examiner and two (2) external examiners.

An internal examiner is normally a full-time member of academic staff of the university, and the external examiners are academics and/or non-academics from outside the university including those from the industry. The external examiners are expected to have significant and demonstrable domain knowledge of the field covered by the thesis for them to provide an in-depth analysis and a rigorous examination of the thesis. They should have had experienced of successfully graduated doctoral candidate(s) and examined doctoral theses (either as internal or external examiner). The appointment of both internal and external examiners must be approved by the Senate.

6.3 Submission of Final Draft

Before or at the end of the intended submission date, students must submit five (5) copies of the wire/comb bound thesis (for PhD) or four (4) copies of the wire/comb bound (for Master) together with a completed LLD024HG(a) Thesis Submission For Examination (Viva) form. The university will then forward the thesis together with 'Instructions to Examiners' and the report forms to the internal and external examiners. Normally it takes at least two (2) months from the submission date before an oral examination (viva voce) can be arranged.

6.4 Oral Examination (Viva Voce)

The oral examination or viva voce is an integral part of the assessment for the intended degree. Its main function is to allow the student to explain, expand, and justify his or her thesis in response to the examiners' questions. It may also be used to establish the student's knowledge of the field, to ascertain the student can work independently, and to confirm that the thesis is indeed the student's own work. The examination committee shall consist of a chairperson who acts as a moderator, an external examiner and an internal examiner. The internal and external examiners are equal as examiners. The supervisor can only attend at the invitation of all examiners, and may participate only for points of clarification on specific matters.

Immediately after the examination, the examiners should unanimously agree with the decision and sign the Joint Report Form.

The examiners may decide that:

1. Student be given a pass and recommended for the Degree award if the thesis requires only minimal corrections, or
2. Student be given a pass subject to minor corrections being made on the thesis and approved by the internal examiner within three (3) months, or

3. Student be given a pass subject to major corrections being made on the thesis and approved by the internal and external examiners within nine (9) months for PhD or six (6) months for Master thesis, or
4. Student be given the opportunity to re-submit in a revised form within a period not exceeding twelve (12) months for PhD or nine (9) months for Master thesis, and a second oral examination (viva voce) is required.
5. The thesis does not meet the standards for the degree being examined and is recommended as fail.

6.5 Re-submission of Thesis after Viva

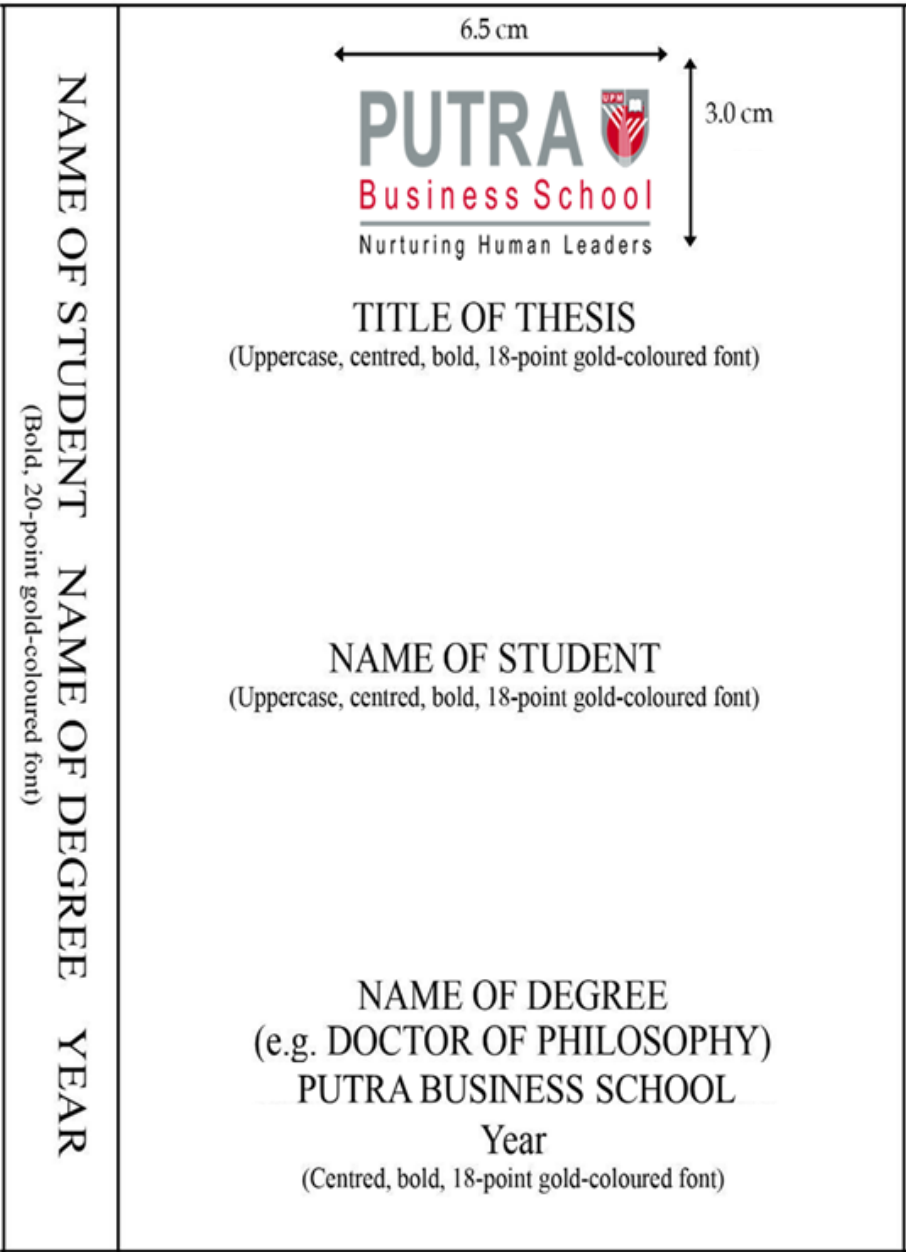
1. Students who were given a pass with minor corrections must satisfy the internal examiner (within 3 months) that the prescribed corrections have been made. Students need to submit one wire/comb bound of the corrected thesis, a list of corrections, and an endorsement form signed by the supervisor. The satisfaction of the internal examiner will be demonstrated by a declaration in the 'Endorsement of Corrections' form.
2. Students who were given a pass with major corrections must satisfy the internal and external examiners (within 9 months for PhD or 6 months for Master) that the prescribed corrections have been made. Students need to submit one wire/comb bound of the corrected thesis, a list of corrections, and an endorsement form signed by the supervisor. The satisfaction of the internal and external examiners will be demonstrated by a declaration in the 'Endorsement of Corrections' form.
3. Students whose thesis required re-examination must re-submit (within 12 months for PhD or 9 months for Master) five (5) copies of the wire/comb bound thesis (for PhD) or four (4) copies of the wire/comb bound (for Master) together with a completed 'LLD024 HG(b) Thesis Re-submission for Examination (Viva)' form. The university will then forward the thesis together with 'Instructions to Examiners' and the report forms to the same internal and external examiners for a second viva. Students will not be given another opportunity to re-submit in a revised or modified form as a thesis is only allowed to be submitted twice.

6.6 Conferment of Degree

Upon successfully completion of corrections/re-viva to the satisfaction of the examiners, and recommendation of the degree is endorsed by the Senate, students should then submit to PBS Four (4) hard bound copies for PhD or three (3) hard bound copies for Master.

APPENDICES

**Appendix A1
Spine and Cover of a Thesis**



Appendix A2
Title Page

The diagram shows a rectangular frame representing a thesis title page. At the top center is the Putra Business School logo, which consists of the word "PUTRA" in large grey letters, a red shield emblem to its right, "Business School" in red below "PUTRA", and "Nurturing Human Leaders" in black below "Business School". A horizontal double-headed arrow above the logo indicates a width of 6.5 cm. A vertical double-headed arrow to the right of the logo indicates a height of 3.0 cm, with the text "Colour printing for logo" next to it. Below the logo, the text "TITLE OF THESIS" is centered in bold uppercase letters, followed by "(Uppercase, centred, bold, 12-point font)". Below that, the word "By" is centered. Then, "NAME OF STUDENT" is centered in bold uppercase letters, followed by "(Uppercase, centred, bold, 12-point font)". Further down, the text "Thesis Submitted to the Putra Business School, in Fulfilment of the requirements of the Degree of.....(Insert the name of degree)" is centered. At the bottom, "Month and year of Viva Voce" is centered.

Note: The left margin should be at least 4.0 cm and the right, top and bottom margins at least 2.5 cm

Appendix B

Guidelines for Determining a Suitable Thesis Title

Before submitting a thesis, students are required to ensure that the title of the thesis is grammatically correct and reflects the study undertaken. The following guidelines should also be taken into consideration when deciding on the most appropriate title for the thesis.

1. Ensure that important keywords are found in both the title and abstract of the thesis.
2. Avoid the use of abbreviations and/or acronyms. Instead, use the full terminology, unless the term is commonly used in the field of study
3. Avoid the use of a colon (:) or dash (-)
4. Where possible, ensure that the title does not begin with "The..." e.g., "Effects of..." instead of "The Effects of..."
5. The title should not exceed 20 words.

Appendix C Copyright Page

On the verso page immediately following the title page, a copyright page must be included, which contains the following text:

All material contained within the thesis, including without limitation text, logos, icons, photographs and all other artwork, is copyright material of Putra Business School unless otherwise stated. Use may be made of any material contained within the thesis for non-commercial purposes from the copyright holder. Commercial use of material may only be made with the express, prior, written permission of Putra Business School.

Copyright © Putra Business School

Appendix D Format of Abstract

ABSTRACT

The abstract is a digest of the entire thesis and should be given the same careful attention as the main text. It should not include any references. Abbreviations or acronyms must be preceded by the full terms at the first use. The abstract should be written in one page, single spacing, and should be between 300 and 500 words. It includes a brief statement of the problem, objectives of the study, methods used, and a summary of the major findings including their significance, and conclusions.

Keywords: (Not more than ten words)

Appendix E1 Approval Sheet 1

I certify that a Thesis Examination Committee has met on (date of viva voce) to conduct the final examination of (student's name) on his (or her) thesis entitled ("Title of Thesis") in accordance with Private Higher Educational Institutions 1996 (Act 555) and the Constitution of the Putra Business School. The Committee recommends that the student be awarded the (insert the name of relevant degree).

Members of the Thesis Examination Committee were as follows:

Chairperson

Name:

Institution:

Internal Examiner

Name:

Institution:

External Examiner I

Name:

Institution:

External Examiner II

Name:

Institution:

Director of Thesis Based Programme
Putra Business School
Date:

Appendix E2 Approval Sheet 2

This thesis was submitted to the Senate of Putra Business School and has been accepted as fulfilment of the requirement for the degree of (type of degree). The supervisors were as follows:

Main Supervisor

Name:

Institution:

Co-Supervisor

Name:

Institution:

Co-Supervisor (If applicable)

Name:

Institution:

Director of Thesis Based Programme

Putra Business School

Date:

Appendix F Declaration Form

Declaration by candidate

I hereby confirm that:

- this thesis is my original work;
- quotations, illustrations and citations have been duly referenced;
- this thesis has not been submitted previously or concurrently for any other degree at any other institutions;
- intellectual property from the thesis and copyright of thesis are fully-owned by Putra Business School.
- written permission must be obtained from supervisor and the office of Director Thesis Based Programme before thesis is published (in the form of written, printed or in electronic form) including books, journals, modules, proceedings, popular writings, seminar papers, manuscripts, posters, reports, lecture notes, learning modules or any other materials.
- there is no plagiarism or data falsification/fabrication in the thesis, and scholarly integrity is upheld as according to the PUTRA Graduate Studies Rules (Part 65). The thesis has undergone plagiarism detection software.

Signature: _____ Date: _____

Name and Matric No.: _____

Declaration by Supervisors

This is to confirm that:

- the research conducted and the writing of this thesis was under our supervision, and
- the supervision responsibilities as stated in the PUTRA Graduate Studies Rules (Part 47) are adhered to.

Signature: _____

Main Supervisor: _____

Institution: _____

Date: _____

Signature: _____

Co-Supervisor: _____

Institution: _____

Date: _____

Signature: _____

Co-Supervisor: _____

Institution: _____

Date: _____

Appendix G1

Format 1 (Quantitative Research using Primary Data)

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Appendix H1

Layout of a Chapter (where main headings and subheadings are not numbered)

CHAPTER NUMBER

TITLE OF CHAPTER

There may be a preamble at the beginning of a chapter. The purpose may be to introduce the themes of the main headings.

Main heading no. 1
(Primary level, bold and centred)

Subheading no. 1 (Secondary level)

There should be at least two subheadings to justify having subheadings.

Subheading no. 2 (Secondary level)

All first letters of principal words are capitalised and the subheading is typed flush with the left margin.

Tertiary heading no. 1
(Under Subheading no. 2)

Tertiary level headings are indented five spaces. There should be at least two tertiary level headings to justify having tertiary level headings.

Tertiary heading no. 2
(Under Subheading no. 2)

Tertiary headings and subsequent headings should not be listed in the Table of Contents.

Appendix H2
Layout of a Chapter (where main headings and subheadings
are numbered)

CHAPTER 2

TITLE OF CHAPTER

There may be a preamble at the beginning of a chapter. The purpose may be to introduce the themes of the main headings.

2.1 Main heading no. 1
(Primary Level Numbering)

2.1.1 Subheading no. 1 (Secondary level numbering)

There should be at least two subheadings to justify having subheadings.

2.1.2 Subheading no. 2 (Secondary level numbering)

All first letters of principal words are capitalised and the subheading is left justified.

2.1.2.1 Tertiary heading no. 1
(Under Subheading no. 2)

There should be at least two tertiary headings to justify having tertiary headings.

2.1.2.2 Tertiary heading no. 2
(Under Subheading no. 2)

Tertiary and subsequent headings should not be listed in the Table of Contents.

**Appendix I
Samples of Tables**

Sample 1

Table 4.1

Number of Employees

No. of Employees	Frequency	Percentage (%)
Less than 5	33	16.5
5 – 50	139	69.5
51 – 100	23	11.5
101 – 150	5	2.5
Total	200	100

Sample 2

Table 4.2

Means of Green Product Innovation

No.	Statement	Mean	SD
1.	Our new products use less or non-polluting/toxic materials	6.21	.807
2.	Our new products use environmentally friendly packing	5.59	1.096
3.	When designing new product, we take recycling and disposal at the end of life into account	5.68	1.095
4.	Our new products use recycle materials	5.92	.967
5.	Our new products use recyclable materials	5.94	1.113

Sample 3

Table 4.3

Fornell-Larcker Criterion Analyses for Checking Discriminant Validity of Second-Order Constructs of JP, KM and OC.

	CE	JP	KM	OC	PSM
CE	NA				
JP	0.516	0.684			
KM	0.491	0.555	0.705		
OC	0.140	0.294	0.121	0.623	
PSM	0.565	0.512	0.567	0.274	NA

Note: The bolded diagonal values correspond to the “square root of the AVE of the constructs”.

Sample 4

Table 4.4

Structural Model: Test of Significance for Direct Relationships

Hypothesis	Relationship	Std. Beta	Std. Error	t-value	Decision
H1	KM -> JP	0.209	0.032	6.451**	Supported
H2	CE -> JP	0.260	0.035	7.368**	Supported

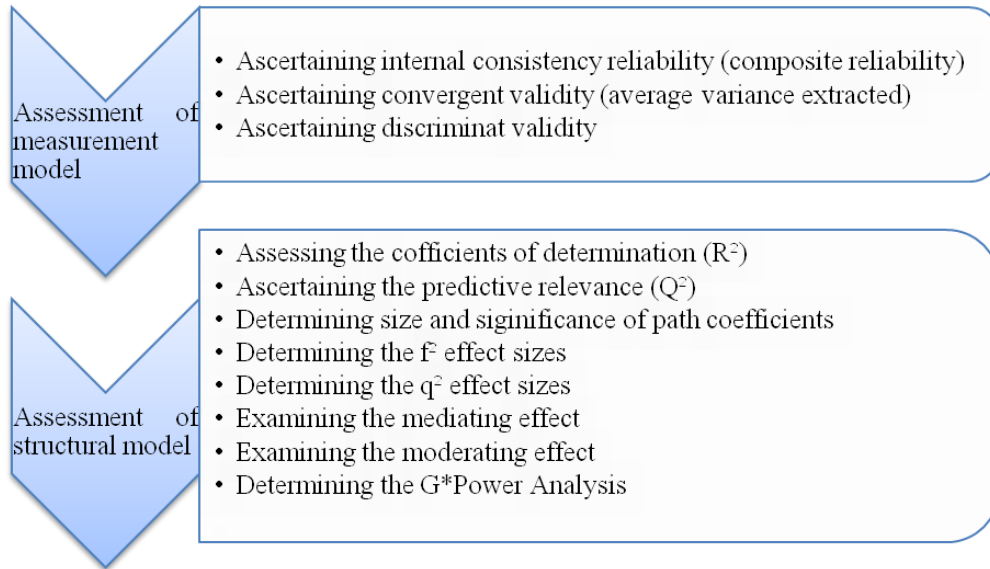
**p<0.01, *p<0.05 (n=682)

Appendix J Samples of Figures

Sample 1

Figure 4.1

Two-Step Process of PLS Path Model Assessment

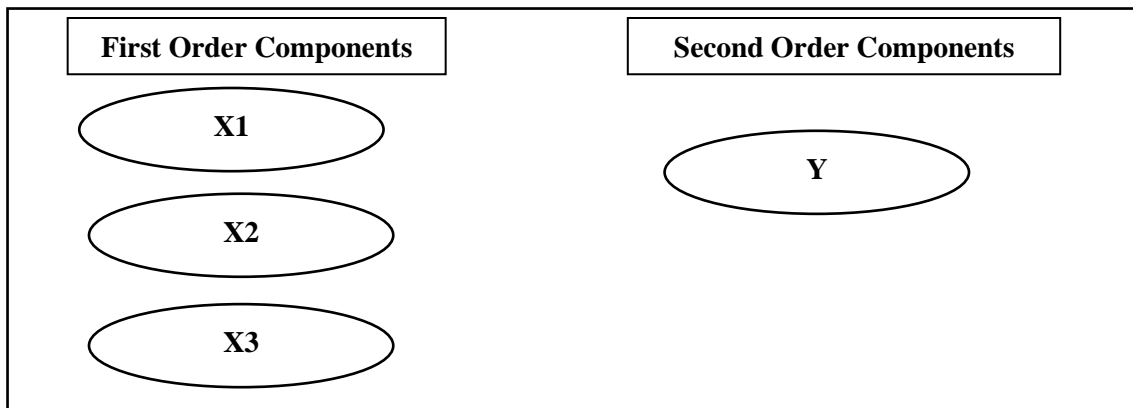


(Source: Henseler et al., 2009; Hair et al., 2014a)

Sample 2

Figure 4.2

Example of First and Second Order Component



Appendix K

Examples of References APA (7th Edition) Format

1. JOURNAL ARTICLE

Girma, S., & Vencappa, D. (2014). Financing sources and firm level productivity growth: evidence from Indian manufacturing. *Journal of Productivity Analysis*, 44(3), 283–292.

Tsung-Hsien, K. (2011). How to improve organizational performance through learning and knowledge? *International Journal of Manpower*, 32(5/6), 581-603. [https://doi.org/ 10.1108/01437721111158215](https://doi.org/10.1108/01437721111158215)

Yunis, M., Jung, J., & Chen, S. (2013). TQM, strategy, and performance: a firm-level analysis. *International Journal of Quality & Reliability Management*, 30, 690-714. [https:// doi.org/10.1108/02656711311325638](https://doi.org/10.1108/02656711311325638)

2. AUTHORED BOOK

Hair, J. F. J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications.

Saunders, M., Lewis, P., & Thornbill, A. (2009). *Research methods for business students* (5th ed.). Prentice Hall.

Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill-building approach* (6th ed.). John Wiley & Sons. <https://doi.org/10.1102/87911049664>

3. WHOLE EDITED BOOK

Maddux, J.E. (Ed.) (2012). *Handbook of positive psychology*. Oxford University Press. <https://doi.org/10.1036/678111165553>

Quick, J.C. & Tetrick, L.E. (Eds.) (2013). *Handbook of occupational health psychology*. Cengage Learning.

4. CHAPTER IN AN EDITED BOOK

Perry, J. L., & Vandenabeele, W. (2018). Behavioral Dynamics: Institutions, identities, and self-regulation. In J.L. Perry & A. Hondeghem (Eds.), *Motivation in public management: The call of public service* (pp. 56-79). Oxford University Press. <https://doi.org/10.1056/00342122-012>

Preacher, K.J., & Hayes, A.F. (2008). Contemporary approaches to assessing mediation in communication research. In A.F. Hayes, M.D. Slater, & L.B. Synder (Eds.), *The Sage Sourcebook of advanced data analysis methods for communication research* (pp. 13-54). Sage Publication.

5. UNPUBLISHED THESIS OR DISSERTATION

Othman, R. (2005). *Accountability and Levers of Management Control in a Contingency Framework: A Path Analytic Study of Local Governments in Malaysia* (Unpublished PhD Thesis). International Islamic University of Malaysia.

Abd Aziz, S. (2010). *The relationship between business model and performance of manufacturing SMEs in Malaysia* (Unpublished PhD Thesis). Universiti Utara Malaysia.

6. PUBLISHED THESIS OR DISSERTATION

Kumfer, W. (2015). *Analysis of the effects of demographic and drive behavior variables on traffic safety and crash prediction* (Publication No. 27552828) [Doctoral Dissertation, Texas Tech University]. ProQuest Dissertations & Theses Global.

Rekowski, C.B. (2012). *The personality correlates of driving while intoxicated* (Publication No. 26667354) [Master Thesis, East Carolina University]. Proquest Dissertations & Theses Global.

7. CONFERENCE PRESENTATION

Abdul Hanan, S., King, M.J. & Lewis, I.M. (2013, May 15-17). *Drivers' intention to comply with the speed limit in school zones in Malaysia* [Conference presentation]. 16th Road Safety on Four Continents Conference, Beijing, China.

