

Guidelines for Writing MS Thesis



Center for Graduate Research
School of Business and Economics

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1. Objectives

Thesis writing is a skill and many MS students face difficulties in deciding what to write in the various chapters/sections of their Thesis or Dissertations as well as how to structure their thesis in terms of planning of various chapters/sections.

The aim of this compilation is to guide our MS students in writing Research Proposal and MS Thesis, which will qualify to be called a substantive work of research and presentation. A guide line is being set to indicate what should be highlighted and where, in the light of relative importance of various chapters in the thesis/dissertation. The Center for Graduate Research will evaluate the approved manuscript to ensure compliance with the structure and style of the thesis or dissertation while the content and subject specific material and its quality assurance is the responsibility of the supervisors, the Chairpersons of the Departments (COD's) in the case of MS thesis. Conformity to these requirements is essential as thesis/dissertation will be preserved and made available for public use in University Main Library, as well as on our official website, and will become part of the repository of knowledge for all to benefit.

Although written essentially for the MS students of the School of Business & Economics, these may also serve other UMT schools offering MS programs where some adjustments may be necessary to bring it in line with the objective of the specific school. From the very outset, it needs to be understood that the thesis is the statement about an issue conceptually formulated by the author of the thesis. The thesis therefore an outcome of the hard work and commitment of the researcher and reflects the researcher's ability to undertake independent and original research. In this form the ownership of the body of research in the shape of a thesis is solely the researchers and the researcher must learn to own all work that goes into it as well as the outcome of the research in the shape of results.

2. The Thesis Writing Process

2.1 When Can a Thesis Be Started

After completing the course work of 24 credit hours with a minimum CGPA 3 out of 4 in MS, the scholar will be eligible to start work on MS thesis.

For MS thesis supervision each of the participants shall get the consent of his/her co-supervisor and supervisor (in that order), to supervise the thesis in writing on specified form developed for the purpose (Annexure). The form shall be submitted to the CGR and the copy of which will be given to the scholar for personal record.

Once the supervisor/s is/are satisfied with the quality of research proposal, MS scholar shall submit a formal request to the CGR through the respective department to arrange a seminar for research proposal defense. MS Scholar shall present research proposal in an open seminar before the Supervisory and Graduate Research Committee of SBE. The final approval of the research proposal rests with the SBE Graduate Research Committee.

2.2 General Requirements for MS Thesis

- Student must register in MG-699 (Thesis).
- Duly filled “Willingness Performa” by the co-supervisor and supervisor must be submitted to the Center for Graduate Research (CGR) before starting the formal thesis work.
- MS thesis is equivalent to two MS courses.

3. MS Thesis

3.1 General Guidelines

- After the end term examination of the final semester, student must register in MS thesis and submit the approved Research Proposal to the CGR within first 8 weeks, after registering for thesis. In case of failure to meet the submission of the research proposal dead line, the student will apply for extension and pay Rs 5000 as fine/processing fee. In case the student fails to do so, the thesis registration will be held in abeyance until the process is regularized.
- The final copy of the thesis for MS thesis defense must be submitted within 18 weeks from the date of approval of Research Proposal unless expressly approved by Supervisors
- Failure to meet the deadline for thesis submission will result in re-registering of the thesis and will be subject to paying all necessary dues valid for re- registration in a course. The re-registration will remain enforce for the next six month.

3.2 Choosing the Topic of a Thesis/Dissertation

- Reading research papers in some recent issues of international journals can provide excellent ideas about current research. Focus on the future research direction provided in indexed peer reviewed journals which can be a good point to start.
- An easier option is to discuss with some senior faculty members of the department about current research in their area of specialization and the research work they are presently engaged in.
- One may also get some ideas about the current research from the seminars offered in the school or from conferences, which one is able to attend.
- The candidate should pick a project/problem that is theoretically significant, researchable and relevant to the business world. Scientific rigor and practical relevance are the hallmarks of a good research thesis. Choose a problem where a senior faculty member of the department is already working or he/she has sufficient experience in. He/she may become your research

supervisor, someone you can talk to and from whom you can get some background information and guidance.

- As part of the built up to defining the research topic you will need to focus on peer reviewed and recognized journals which are indexed in either of the following indexing systems that SCOPUS, ABI/inform and ISI. Select articles that have been published within the past five years to bring relevance into position.

3.3 Research Proposal Structure

The following are the general steps to be followed in structuring a research proposal.

3.3.1 Title & Title Page

3.3.2 Introduction (Approximately 800-1000 Words)

- Gives the background of the project and the rationale for conducting the study

3.3.3 Background of the Study

- Should be the platform to establish the significance of the study and normally has to be grounded in recent theory advances in the area.
- Should identify information gap that the existing research has yet not covered. This is in pursuit of Theory Development.
- May cite at least five authorities within the last five years to support the above.

3.3.4 Statement of the Problem

- Explicitly identifies the research gaps
- Justifies the conduct of the study
- Serves as a guide in formulating the specific objectives in terms of the outcome that is expected.

3.3.5 *Objectives of the Study*

- States the general and specific objectives
- Should be consistent with the problem
- Should be clearly stated and logically presented
- Should enable the researcher to raise specific research question that will help in developing the theoretical framework and testable hypothesis.
- May include a set of research questions to be answered.

3.3.6 *Significance of the Study*

- It includes the justification, importance, and vital contribution of the results of the study and who will benefit from it.
- Why is it worth doing?
- While the particular topic and its context will determine a study's significance and contribution of a study in the following form.
 - To increase knowledge in the area
 - To help policy makers (if applicable) to draw policy framework
 - And to practitioners in terms of improving practices that are relevant to the problem identified

3.4 *The Literature Review (Approximately 2000-3000 Words)*

- It consists of both the research and conceptual literatures but more on the former (at least 60 %)
- Subsections can be included, which are based on objectives.
- References must be properly cited in all paragraphs using APA style.

- Rules on paragraphing must be strictly followed. A paragraph should have at least two sentences. Sentences should not be too long and wordy. The words used should be academically oriented and not essay oriented.
- Discusses the theories linking the topic to the available body of knowledge
- Presents relationships between different specific constructs the researcher wants to study
- Specifies the relationships between and among variables
- May consist of a combination of mathematical, graphical, and/or diagrammatical presentations

3.5 Theoretical Framework and Hypothesis (Approximately 1000 to 2000 Words)

- Captures the logic of relationships between construct/variable and is grounded in the literature review presented earlier.
- A model may be used to graphically present the relationship described or defined in the description as suggested in above.
- The testable relationships (hypothesis in the case of quantitative research) or the propositions drawn from literature (in the case of qualitative research) should be highlighted .Which would form the basis of the method of data collection and data analysis.
- States the researcher's expectations concerning the relationships between the variables in the research problem.

3.6 Methodology (Approximately 1500-2000 Words)

- Describes how the study will be conducted

3.6.1 Research Design

- Specifies whether descriptive, causal/explanatory, correlational, comparative, exploratory, evaluative or combination of two or more designs

- Design: Strategy & Frame work
- What strategy is proposed for the purpose of collecting data, quantitative or qualitative?
- If both quantitative/qualitative approaches are targeted then what would be the mixture of the proposed strategies.

3.6.2 *Population and Sample*

- Defining the population of interest is critical in establishing the replication aspect of research.
- The sampling strategy, especially whether it is purposive, representative, or both and what claims will be made for the generalizability of findings. If using mix method, should identify the population and sample for each method separately.
- How big the sample will be and why?
- How it will be selected or how sample units will be chosen.

3.6.3 *Data Collection*

- Instruments development, its dimensions in case of survey method or the protocols necessary in interviews and used generally for qualitative strategy.
- How the data will be collected?
- How the proposed procedures are analyzed to maximize the quality of the data

3.6.4 *Analytical Procedures/Methods of Analysis*

- Indicates the most appropriate statistical tools used in analyzing both quantitative and qualitative data
- Mathematical expressions must be italicized and numbered accordingly
- All models/equations must be properly numbered

- All major/key variables must be properly measured/categorized indicating their specific units of measure.
- The sources of formulas must be indicated in the text.

3.6.5 *Limitations & Delimitations*

- Limitations refer to limiting conditions or restrictive weaknesses
- Delimitations refer to defining the limits or drawing the boundaries around the study, and showing clearly what is and what is not included to facilitate the scope of generalizability.

3.6.6 *Ethical Issues: Consent/Access/and Participant's Protection*

- Issues like anonymity, the confidentiality of the data, and the use of the results etc. are discussed
- Other can be study specific like intervention etc.

3.6.7 *Definition of Terms (if required)*

- Includes conceptual and/or operational definitions
- Hanging indention and alphabetically arranged

3.6.8 *Time Line Sheet*

- Could be provided to help plan to complete the thesis once the proposal is approved.

3.6.9 *References*

- Follow APA Style (en.wikipedia.org/wiki/APA_style)

4. Appendices

- More relevant to thesis presentation but may be used for proposal writing especially where questionnaire surveys are intended using proprietary instruments.
- Letter of introduction, or permission, consent forms, measuring instruments
- Interview guides, observational schedule
- Example of pilot study or any other data/work already completed.

5. Thesis: A General View

5.1 Thesis write-up and research work is in continuation of the approved research proposal.

5.2 The quality of the thesis is the responsibility of the student supervisors and Departmental Chairpersons.

5.3 CGR is only responsible to ensure an appropriate structure for the thesis.

5.4 Word Limit

The objective of MS thesis is to produce quality work. The thesis should be demonstrably creative, innovative, and original.

- The research proposal should stay within 6000– 8000 words limit citing a minimum of 20 referenced articles.
- Proposed word limits for MS thesis is between 15000-21000 words excluding references/bibliography as well as annexure and appendices. (Any change may depend on the scope of the project and requires supervisor's approval)
- The thesis should have the following components.

5.5 Component-wise Word Limits

<i>Component</i>	<i>Word Limit</i>
Introduction	2500-3000
Literature Review	4000-6000
Theoretical Framework and Hypothesis Development (where required)	1000-2000
Methodology	2500-3000
Results and Discussion	3500-4500
Conclusion and Implications	1500-2000
Limitation and Future Research Direction	500-5000

It has to be noted that any candidate who exceeds the word limit should do so with explicit approval of the Supervisor. The deadline for submission will not change and remain within the 18 weeks as mentioned above unless the supervisors recommend extension based on the requirement of the research.

5.6 Manuscript Format

5.6.1 Paper Stock

- For copies submitted to the school, use 8 ½” x 11” high-quality, plain white paper.

5.6.2 Type-Face and Size, Printing

- Choose a 12-point type in New Time Roman font
- Print should be laser printing or inkjet printing
- Unless otherwise specified, use the same type-face and size throughout the document; including equations, tables, figures and appendices must use same type-face and size.

5.6.3 Margins

- Left margin - 1½ inches to allow for binding
- Top margin - 1 inch above the first line of type
- Right and bottom margin - should be at least 1 inch
- Indentations - five spaces in from the left margin
- Left and right justify all text

5.6.4 Layouts

- Copy must be typed on one side of page only.

5.6.5 *Paginations*

- The preliminary pages (pages up to the first page of the text) are numbered with lower-case Roman numerals (i, ii, iii, etc.); placed at the top of the page, at the right margin (1” down from the top edge and 1” from the right edge).
- Beginning with the first page of the text and continuing to the end of the manuscript, number pages in sequence in mathematical numerals (1, 2, 3, etc.); are placed at the top of the page, at the right margin (1” down from the top edge and 1” from the right edge).

5.6.6 *Spacing*

- Double-space the main body of the thesis
- Single-space long quotations, tables, footnotes, endnotes, bibliography entries
- Double-space between entries

5.6.7 *Corrections*

- All pages must be free from any visible attempts at secondary corrections. Do not use correction fluid (“white out”) or correcting tape because these corrections can bleed or flake away.

5.6.8 *Styles*

- The content, format and style of all elements of your thesis must conform to the APA style (see: en.wikipedia.org/wiki/APA_style)

5.7 Parts of the Thesis in Required Order

5.7.1 Blank page

5.7.2 Title Page

The title page is not numbered. (see attached sample page in Appendix A: Ref: Thesis/Title/001)

5.7.3 Approval Page (see attached sample page in Appendix C: Ref: Thesis/App/003)

5.7.4 Dedication and/or Acknowledgment Pages

It is obligatory to make proper acknowledgements to everyone who helped you in any way during the course of your work including your Supervisor(s) and Supervisory Committee, and others in the department and elsewhere. In particular, the help received in the following forms should be acknowledged:

- Intellectual (guidance, assistance, advice)
- Technical (including materials, supplies)
- Financial (e.g., HEC, UMT)
- Departmental Support
- Any other facilitation: Access to specialized equipment and facilities etc.

5.7.5 Abstract

A good abstract explains in a few lines what was actually done and why the work is important. It gives a summary of the major results preferably with some numbers along with the error limits. The final sentences explain the major implications of the work. The abstract should be single spaced. The abstract page should not be numbered.

- A good abstract is concise, readable, and quantitative.
- Length should be limited to a maximum of one page and approximately 200 words.

- Abstracts should not have any citations.
- Information in the title should not be repeated.
- Numbers should be used where appropriate.

Brief answers to the following questions should be available in the abstract:

- What exactly did you do?
- Why did you do it? What question were you trying to answer?
- How did you do it? Mention the methods very briefly.
- What did you learn? State major results and conclusions.
- Why does it matter? Point out at least one significant implication.

5.7.6 *Table of Contents (required)*

- All headings and subheadings should be listed with page numbers.
- Subheadings should be indented.

5.7.7 *List of Figures, Illustrations, Charts, (must fit inside regular margins)*

- All figures should be numbered chapter-wise (Figure 1.1, 1.2, --; 2.1, 2.2, --; 3.1, 3.2, --; 4.1 – etc.) and listed with page numbers.
- The list should include a short title for each figure but not necessarily the whole caption.

5.7.8 *List of Tables*

- All tables should be numbered chapter-wise (Table 1.1, 1.2, --; 2.1, 2.2, ---; 3.1, 3.2, -- --, 4.1 – etc.) and listed with page numbers.
- The list should include a short title for each table.

5.7.9 Summary of Pagination

<i>Page/Section</i>	<i>Type of Numbers</i>
Blank Page	None
Title Page	None
Approval Page	None
Dedication	None
Abstract	Begin with lower case Roman numeral (i, ii, iii)
Acknowledgements (Optional)	Continues with lower case Roman numerals
Table of Contents	Continues with lower case Roman numerals
List of Tables	Continues with lower case Roman numerals
List of Figures	Continues with lower case Roman numerals
Introduction	Begins with Mathematical numerals (1, 2, 3, etc.);
Literature Review	Continues with Mathematical numerals
Methodology and Data Collection	Continues with Mathematical numerals
Results	Continues with Mathematical numerals
Conclusion and Policy Recommendations	Continues with Mathematical numerals
References	Continues with Mathematical numerals
Appendices	Continues with Mathematical numerals

5.8 *Format for the Thesis*

5.8.1 *Chapter Headings and Titles*

Each chapter of the thesis must begin on a separate page. The chapter heading must be placed one inch from the top margin, left-justified, boldface 14 pt. capitalized lowercase followed by mathematical numeral to indicate the chapter number. The chapter heading must be placed one inch below from the chapter heading, left-justified, boldface 14 pt. capitalized lowercase.

5.8.2 *Section Headings and Titles*

Each section of the thesis, with the exception of the first section for each chapter, should begin 1 inch from the previous section. The very first section in a chapter should be positioned 2 inches from the chapter title. Section titles should be left justified, boldface 14 pt. capitalized lowercase preceded by the chapter and section numbers separated by a decimal point.

5.8.3 *Subdivisions*

All subsequent subdivision titles such as those of subsections should be unnumbered in left-justified 12 pt. boldface, lower case capitalizing the only the first word, without punctuation.

5.8.4 *Text*

All text must be justified on both sides and must be positioned 1 inch from the section or subdivision heading.

5.8.5 *Citations in Text*

Follow APA format (see: www.waikato.ac.nz/library/study/guides/apa.shtml)

5.8.6 *Equations*

Equations should be numbered consecutively throughout the thesis and the number must be shown in parenthesis at the right-hand edge of the paper opposite the equation without being preceded by a dotted line. In thesis manuscripts in which large numbers of equations are involved, equations can be numbered consecutively according to chapter. In the text, the

equation must be referred to as, for example, Eq. (1). Generally, symbols used in an equation must be defined immediately following the equation where first used. The form should be the same as in the list of symbols. Fonts used for typesetting equations should be consistent with those used in the text.

5.8.7 *Tables*

Whenever possible, tables should be in the portrait orientation. The caption for tabular material must be capitalized lower case lettering centered across the page. Tables in landscape orientation should be placed on a separate page. Captions of tabular material in landscape orientation should also be in landscape orientation. Table captions must appear at the top of the table. In the text of the thesis, tables should be referred to only in the form, Table. 1. Column headings should be brief but explicit and units should be included where appropriate.

5.8.8 *Figures*

All figures must be scaled to fit within the standard margins. Figure captions must appear at the bottom of the figure, centered across the page. In the text of the thesis, figures should be referred chapter wise to as, for example, Fig. 1.1, 1.2, etc. Figures may appear within the text, or on occupy a separate page which generally follows the page where first mention of it is made.

5.8.9 *References*

References are given in body of the text, and take the form of the author's surname followed by the date of the publication, all within parentheses, e.g., (Johnston, 1965). If there is more than one entry under a particular author, the entries should be arranged in date order (e.g., Johnston, 1965, 1971). If two such entries relate to the same year, they should be arranged in the order in which they were published, with an identifying letter added to the date, e.g., (Johnston, 1964a, 1964b, 1971).

There are several equally acceptable styles of citing and listing references. We recommend to follow the APA style throughout the thesis (see: www.waikato.ac.nz/library/study/guides/apa.shtml).

5.8.10 Appendices

Each appendix to a thesis should be assigned a letter designation, for example, Appendix A. Equations and captions for tables and figures must be numbered consecutively in Arabic numbers with each appendix; the number being preceded by the letter. With the exception for the use of capital Roman letter for purposes of designating appendices, rules for chapter heading and titles should be followed for appendices.

6. Submission of Thesis to the Center for Graduate Research (CGR)

6.1 Final Submission of Bound Manuscripts

You are required to submit four (4) signed, bound manuscripts to the CGR on or before thesis submission deadline for the tenure in which you plan to complete the thesis. See the academic calendar for the tenure-specific deadline. The CGR distributes the four manuscripts to the school, library, to the advisor and to itself.

6.2 Electronic Copy of Thesis

Together with the bound copies, you are required to submit one (1) electronic copy of the manuscript in portable document format (PDF) stored on a write CD to the CGR. The entire manuscript should be contained on a single file, and should include all photographs, illustrations, tables and figures as they appear in the bound manuscript. The electronic copy should include a scanned copy of the approval page.

6.3 Binding

You may use any book binder of your own choice. Keep submission deadlines in mind when choosing a binder. The student is responsible for all production phases and should be aware that neither the UMT nor any of its separate offices is responsible for matters involving the student and non-university agencies associated with production of the thesis. The student is responsible for correction of all errors in production and any errors must be rectified prior to acceptance of the thesis by the Center for Graduate Research.

6.3.1 Spine

The spine is stamped in gold as follows:

Example:

ADEEL RIAZ	A STUDY OF STRESS MANAGEMENT IN BANKING SECTOR	MS	2010 UP
Name	Thesis Title	Degree	Year*

* Year in which degree was conferred.

6.4 Cover

Hard cover must be bound in maroon color cloth for MS degree and embossed in gold, and should contain the title of the thesis, and full name of the student. Thesis title should appear two inches from top of the page. Student's full name should appear two inches from the bottom of the page.

7. Examination Procedure

Once the supervisor approves the MS thesis for final submission, the candidate is required to submit 3 copies of MS thesis to the CGR.

Appointment of Examiners

- After submission of the thesis to CGR by the candidate his/her supervisor shall submit a panel of three experts as examiners for MS thesis
- The rector shall appoint an external examiner out of the panel submitted by the supervisor.

The examination committee for MS thesis is comprised of:

- a. External Examiner (One)
- b. Supervisor
- c. Observer/Moderator (One)
- d. Dean, SBE

7.1 Thesis Defense

- The date for defense shall be fixed by CGR in consultation with the examiner.
- The presentation of final thesis shall be made in front of the public. However, the final evaluation of the presentation and oral defence by the student will be conducted by the examination committee appointed for this purpose.
- The Board of Examiners shall either
 - a. Approve the thesis without any change
 - b. Approve the thesis with minor changes

- c. Approve the thesis with major changes.

7.2 Declaration of Result

- The panel of examiners will submit the result to CGR.
- The Head CGR shall forward to the Controller of Examinations the names and particulars of successful candidates for award of the Degree of MS.
- On receipt of the names of successful candidates from the Head CGR, the Controller of Examinations shall issue a result notification.

8. Student Checklist

8.1 Manuscript Organization

- Use 8 ½” x 11” high-quality, plain white bond paper with minimum 20-lbs weight
- Print text on one side of paper only
- Standard type-face (Times Roman) of uniform size; tables, figures and appendices may use a same type-face and size
- Left margin - 1½ inches to allow for binding
- Top margin – 1 inch above the first line of type
- Right and bottom margin - should be at least 1 inch
- Indentations – five spaces in from the left margin
- Left justify all text
- Spacing according to your discipline’s style manual or general guidelines outlined in this guide
- Pagination according to format outlined in this guide
- No unacceptable corrections to copy

8.2 Thesis Components

- Blank page
- Title Page (see attached sample in Appendix A: Ref: Thesis/Title/001)
- Acceptance Page(see attached sample in Appendix B: Ref: Thesis/RCC/002)
- Examination Sheet (see attached sample in Appendix C: Ref: Thesis/App/003)
- Dedication and/or Acknowledgment Pages (optional)
- Abstract of Thesis (narrative description of work – 200 words or less)
- Table of Contents (required)
- List of Tables, Illustrations, Charts, or Graphs (must fit inside regular margins)
- Text
- Bibliography and/or References
- Appendix (if applicable)

8.3 Copies to be Submitted (*At Student's Expense, All On Thesis Paper*)

- 1 electronic copy in PDF format for Graduate Office
- 1 bound copy for University Library
- 1 bound copy for CGR
- 1 bound copy for Supervisor
- 1 bound copy for student

Annexure

This section contains the examples of all preliminary and other pages which must be included in the finished manuscript. In addition to these instructions, all administrative forms related to the thesis represented in this section. These forms should be submitted at (or before) the recommended timelines.

Appendix A

Sample Title Page

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY	UMT
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Place Thesis Title Here

Submitted to

School Of Business and Economics

in Partial Fulfillment of the Requirements

for the Degree of

MASTERS OF SCIENCE

by

Name of Student - ID

Month, Year ()

Appendix B

Research Completion Certificate

It is certified that the research work contained in the thesis“ _____
Title Specimen _____” has been

conducted under my supervision to my satisfaction by Mr/Ms. _____,

ID, _____, of _____ program .

Signature _____

Date _____

Supervisor's Name _____

Appendix C

Examination Sheet

The Thesis titled

[Place Thesis Title Here]

by

[Student Name]

ID # []

has been examined by the undersigned panel of examiners and has received full approval for acceptance in partial fulfillment for the degree of
MS _____

Dated this -----

Supervisor

Co Supervisor

Examiner

Chairperson,
[Department Name]
School of Business and Economics
University of Management & Technology

Dean,
School of Business & Economics.
University of Management & Technology

**School of Business and Economics
University of Management and Technology**

Appendix D

Declaration

I _____ ID #. _____ Session _____, hereby
Researcher's Name
certify that this thesis is being submitted in partial fulfillment of the requirements for the _____
degree in _____

This thesis is my original work, and the data/material presented herein has not been used for the
acquisition of any other degree from any institution.

The Similarity Index is below permissibly limit.

Researcher Signature _____

Date _____

Researcher (Name) _____

Confirmed by

Supervisor's Signature _____

Appendix E

Topic Selection Worksheet

Brief Description of the Topic:

Rate the project on each of the following items, from 1 to 5:

	Strongly Disagree	1	2	3	4	Strongly Agree
1. I am really interested in this project and the knowledge I hope to gain from it.	1	2	3	4	5	
2. I believe this project will help others in a tangible way.	1	2	3	4	5	
3. There are no practical obstacles (e.g., organizational) to my doing this project. Describe any possible problems:*	1	2	3	4	5	
4. I am finding academic and/or field research/support people to work with me.	1	2	3	4	5	
5. I can design this project to be completed in a six to nine-month period.	1	2	3	4	5	
6. This project is about, or directly relevant to the concerns of people in an (my) organization and my major field of study.	1	2	3	4	5	
7. This project presents no obvious ethical problems.	1	2	3	4	5	
8. This project will be designed, implemented, and reported by me: it is my project.	1	2	3	4	5	

Sum of Scores

In most cases, the project with the highest overall score will be the project of choice. In the event that you score less than three on any three of the above items, however, carefully reconsider the advisability of doing the project. * Pay particular attention to how reliable the support at your organization will remain throughout the duration of your project. Do not be naive.