Guidelines

For

Summer Project

Guidelines, Procedures and Rules for SIP 2021-22

It is mandatory for all the students to undergo Summer Internship during the intervening period between close of Trimester III and commencement of Trimester IV to complete his/her Diploma program.

1.0 Philosophy

Summer Project Report represents a visible concrete output of a student and would, therefore, have potential for enabling individuals to pursue further work on the theme.
The output stand as testimony of the student's demonstrated skills and potential in a managerial arena.

2.0 Objective

To demonstrate corporate ready for a function or area acquiring PPOs and PPIs
To allow the students to organize and report the learning gained in the program and the summer project.
To demonstrate competence in using or developing a framework, model or a set of hypotheses, collecting and interpreting data, reaching conclusions and drawing implications for managerial practices.
To demonstrate the ability to use both quantitative and qualitative data
To highlight the impact of actions in one area or function, on the other area or functions in the organisation.

3.0 Process for Summer Project
Each student is required to undergo the classes and pass a test before being eligible to Institute process of SIP.
A student is free to find on his own Summer Internship or attend the process of SIP conducted by the Institute.

3.1 Own Summer Internship

A student can find suitable internship in any organization not located in his home town other than metro towns. Internship in PSUs is also restricted.

CMC will issue introductory/bonafide letters if required by the organizations, as and when required, on receipt of specified information from the student in written application / mail.

Student shall be required to opt out of institute process before 31st October with CMC.

Student is required to submit their Internship confirmation letter, issued by the organization along with Title of the Project (see details under the head), to the CMC on or before **January 31st**.

3.2 Institute Process
CMC will announce process for each organization providing the requisite details and approximate Title of the Project. CMC will try to ensure that high-stipend firms, firms offering PPO, PPI and final placement in last 3 years are called first.

The interest will be solicited from "non-own" students on first cum first serve basis.

Once Opted, Students will essentially be required to go through organizational process. In case of not doing so the student will automatically get debarred from institute process.

Students will have to arrange for their travel and staying arrangements on their own to attend selection process in all cases including outstation processes.

On getting selected on first-come-first-serve basis, the student shall be debarred from remaining Institute Process.

After a fortnight, CMC should collect information from students who are not being used for what was promised and help them to get another SIP.

4.0 Topic for Summer Project

It is necessary that Title for Summer Project is finalized at least a fortnight before the onset of work. It may be expressed in terms of problem and its diagnosis, study of a phenomenon, specified job performance, and study of industry (Action: CMC ICW Faculty)

4.1 Summer Project Proposal

Project proposal will enhance the students understanding, grasp and clarity of the subject matter, the context of the managerial problem and the research problem. This is necessary for the direction and procedure of the study to be brought within the required scope, coverage and rigour, and also for enhancing the quality of the summer effort.

Having finalized the title of the project, the first task of the student is to acquire existing knowledge, models and frameworks that exist in the literature on the title of the project. Then he should develop the Summer Project Proposal. The proposal should be based on the topic/ scope of work assigned by the organization. The proposal should cover brief background of organisation, its business and performance in last 5 years, organisation structure and context of the job and phenomenon to be studied, methodology to carry out the study based upon existing knowledge and practices, time frame of steps, and expected outcome of the study.

The proposal should be submitted to Faculty Guide, who will approve or improve it. Thereafter, the same may be sent to Industry Mentor and PMC for records after evaluation. The total process need to be completed latest one week after the SIP begins.
 (ACTION: Student ICW Faculty Mentor, Industry Mentor and CMC)

4.2 Role of the Summer Project Faculty Guides

The role of the summer project guide is as follows:
i)   Developing and vetting the Summer Project proposal with the student.
ii) Interacting with the Industry mentors to understand their requirement and guide student accordingly.

5.0 Type of Projects and Report-writing

Get classified your work with Faculty Guide as 'Exposure to job"; 'Study of Industry'; 'Research of a Phenomenon'; 'Job/Desk Internship'; 'Problem-solving Study'

Contents of Summer Project Proposal has to be part of each report. It should be improved having gained the additional learning during SIP. Broadly, the various projects should contain as under

5.1 The report on **Exposure to Job** should contain in detail various job that were observed in the organization and how do they get integrated to achieve the objective. Look at the parameters given under 'Presentation to Faculty Group' too to make your work comprehensive enough.

5.2 The report on **Study of Industry** should contain the current status of industry and its future in next five years.

5.3 The report on **Research of a Phenomenon** should contain methodology, sources of data, analysis of data, tools used and justification of using a tool, interpretation of data. Conclusion and learning. It should also contain how student is going to continue with this experience.

5.4 The report on **Job/Desk Internship** should contain methodology, data, analysis of data, tools used and justification of using a tool, interpretation of data to demonstrate how job operation can be made more efficient and savings that can occur.

5.5. The report on P**roblem Solving** should contain the details given in the 'Standards for the Summer Project".

5.6 Overall refer to **'Standards for the Summer Project**' as benchmark..

6.0 Evaluation

Component	Weightage
Summer Project Proposal- as per details under "Summer Project Details"	10%
Presentation to Faculty Group#	40%
Final Project Report Faculty Guide Evaluation	10%
Industry Mentor Evaluation*	40%
Total	**100%**

6.1 Summer Project Proposal- as per details under "Summer Project Details

Component	Marks
Introduction to Company / Sector	5
Review of Job Assigned	5
Objectives	5
Proposed Action	5
Total	**20%**

6.2 #Presentation to Faculty Group

Component	Marks
Methodology for study	15
Analysis and conclusion	15
Presentation	20
Response to questions and querries	10
Innovations, new tools used & relevance to company	15
Time Management	5
TOTAL	**80**

6.3 Final Project Report Faculty Guide Evaluation

6.3 (a) SIP Report Writing (Total 20 marks)
(To be assessed by respective mentor)

a. Summer Training Report (Research Based) Assessment Components

Sl. No.	Component	Marks
1	Introduction to Company & Research Problem	4 marks
2	Literature Review **OR** Theoretical Framework	3 marks
3	Research Methodology	3 marks
4	Analysis of Findings	5 marks
5	Conclusion & Suggestions	5 marks
	Total	20 marks

6.3 (b)

Summer Training Report (On the Job) Assessment Components

Sl. No.	Component	Marks
1	Company Description	3 marks
2	Job Description	5 marks
3	Analysis of job done	5 marks
4	Learning outcomes	3 marks
5	Relevance of Suggestions	4 marks
	Total	**20 marks**

6.4*Industry Mentor Evaluation

Summer Internship Project: Student's Evaluation

Name of the Organization			
Project Title			
Roll No. of the student			
Name of the student			

Please score the following parameters using the rubrics (*Rubrics for Summer Project evaluation*) provided on page 3

Criteria		Measure	Score on 1–10 1 – lowest & 10 - highest
Presentation	1.	Report Writing	
	2	Oral Communication	
Conceptual Clarity	3.	Understanding of key concepts/ conceptual framework	
Problem Definition	4.	The student can ask relevant questions and hence can understand the context/ issues related to the project	
	5.	The student can identify and structure the problems/ issues with clarity and details	
	6	The student can define appropriate objectives of the project	
Quality of Work	7.	Quality of primary/secondary work ,	
Actionable Recommendations	8	Student can identify and evaluate the alternatives generated in detail and with relevant rationale	
	9	Student can make appropriate recommendations for actions using business judgement	
	10	Student can put forth an actionable implementation plan of the suggested recommendation	
		Total out of **100**	

Overall Comments	
Feedback for Improvement	

Company Mentor's Name and Designation_____

Contact Details (Phone & email)_____

Signature_____

6.5 Final Summer Project Proposal Submission

Rubrics for Summer Project
Evaluation

Enclosed is the rubrics for Summer Project Evaluation. Please evaluate the student on a scale of 1 – 10 on the basis of below mentioned description

	Traits	Below Expectation (1 – 3)	Meets Expectation (4-7)	Above Expectation (8-10)
1	Report Writing	The report is incomplete/ vague with irrelevant details; it has bad language with unclear formatting	The report is reasonably complete with clarity of purpose but may not have all relevant details. Format and language is satisfactory with scope to be better	The report is concise, clear with all relevant details. Report is legible with clear formatting and language.
2	Oral Communication	Does not communicate effectively; fails to articulate assertively and/or lacks reference to the context	Possesses limited proficiency to communicate effectively; partially articulates in reference to the context	Possesses proficiency to communicate effectively; articulates appreciation of social responsibilities and sustainability of businesses assertively in reference to the context
3	Conceptual Clarity	The student is not able to comprehend, define and identify the key concepts	The student is able to identify key concepts but is not able to define and comprehend them in relation to other related concepts.	The student is clearly able to identify, define and comprehend the key concepts and all the related concepts.
4	Ask relevant questions and hence can understand the context/ issues related to the project	Can't think and ask right questions and not able to uncover assumptions with great details.	The student can think and ask right questions; But not able to uncover assumptions with great details.	The student can think and ask right questions; Can uncover assumptions with great details.
5	Can identify and structure the problems/ issues	The problem statement is long, vague and lacks clear rationale and understanding of context. The student lacks clarity and is not able to align the	The problem statement is satisfactory and comprehensive but some specifics about	A compelling comprehensive problem statement with appropriate rationale and logic of assumptions given. Student is absolutely clear and is aligned to the business objectives.

		with clarity and in detail	problem with the business objectives	the solution are assumed with less logical reasoning, Student shows clarity of thought but does not connect to business objectives.	
6	Can define appropriate objectives of the projects		Is not able to set clear objectives. Has vague goals with no timelines	Is able to set the objectives but is unable to see the interconnection between them	Is able to set clear objectives and can see the interconnections between them
7	Quality of primary/secondary work		The primary/secondary work conducted by student is superficial and sketchy	The student has taken efforts to conduct reasonable primary work e/secondary work as per requirements	The student has put in great effort and has undertaken extensive field work with all primary and secondary audience/ secondary work to identify and review the relevant information and literature
8	Identification and evaluation of alternatives		Identifies only a few alternatives and does not evaluate them	Identifies all possible alternatives but evaluation is brief and not complete	Identifies comprehensive set of thoughtful alternative and evaluation of solutions is deep and thorough.
9	Ability to make appropriate recommendations for actions using business judgement		• Proposes vague and 'off the shelf recommendations • No support, logic or feasibility provided for the recommendations • Lacks integrative knowledge and application of contextual factors • Pros and cons statement for recommendations not provided	• Reasonable recommendations but may not include specifics • Acceptable feasibility and logic provided for the recommendations • Importa	• Proposes comprehensive recommendations with well-articulated and substantiated feasibility and logic. • Recommendations are integrative of all relevant contextual issues/ factors. • Put forth an excellent pros and cons statement for recommendations considering practical perspective.

		nt contextual factors considered to propose recommendations. • Reasonably good pros and cons statement for recommendations.	
10	Ability to put forth an actionable implementation plan	• Implementation plan is generic and not mapped to recommendations made • Timelines and people responsible are not identified	• Implementation plan mapped to recommendation on a surface level. • Timelines and people adequately mentioned (missed detailing)	• Implementation plan is thoroughly and minutely mapped to recommendations made. • Timelines with people responsible are identified and detailed.

6.6 Submission of Reports

6.6.1   Students shall submit the report after 5 days of completion of summer training or one week before joining for the second year in case completion is delayed.

6.6.2   The student need to submit one soft copy of the project report along with certificate of completion from the organisation to PMC and one soft copy to the faculty guide duly signed by Faculty Guide. Students are advised to collect Industry Mentor's Report before arrival here or get it sent to PMC by mail.

6.6.3   PMC shall make available all the projects of the students to be examined to each faculty when they are called for the evaluation 'Presentation to Faculty.'

6.4.4. During the first week after Re-orientation for second year, the student will undergo 'Present to Faculty' evaluation component. Each student will have 20 minutes for presentation and question-answers in front of a group of faculty. (Action: PMC)

6.4.5 PMC shall conduct the total evaluation process. PMC can take help of CMC to obtain all Evaluation Reports from Industry Mentor. (Action: PMC)

7.0 Standards for the Summer Project

The primary purpose of the Summer Project Report is to demonstrate the student's capability to comprehend industry or a job to make himself corporate type. In case of a research on phenomenon or problem student has to demonstrate the ability to make effective use of research methods appropriate to the problem and to develop and handle evidence satisfactorily. The Summer Project Report should, therefore, contain a section on:
a) the research procedure(s) employed,
b) the extent, nature, reliability and suitability of evidence gathered and
c) The conclusions drawn and the recommendations, to demonstrate skills in analysis and interpretation of research results.

Clarity, conciseness and orderliness of writing and presentation are required. It is necessary to include sufficient evidence to support the reasoning and conclusions such that it clearly demonstrates the basis of the conclusions and recommendations, and also exhibits the analytical skill of the student, in this area. The length of the Summer Project Report will vary with the topic and evidence required.

Further, the learning of the student regarding in-depth knowledge of the field and model or framework used for the Summer Project study, should be brought out in a section.

7.1 Guidelines for Summer Project Report Preparation

Components: The Summer Project Report should appear in the following order:

Page i	:	Cover Page (Appendix 1)
Page ii	:	Certificate of Approval (Appendix 2)
Page iii	:	Approval of Industry Mentor/ Organization (Appendix 3)
Page iv-v	:	Abstract (maximum two pages) (A4)
Page vi	:	Acknowledgement (A5)
Page vii	:	Table of Contents (A6)
Page viii	:	List of Figures (A7)
Page ix	:	List of Tables (A8)
Page x	:	List of Appendices(A9)
Page xi	:	Abbreviations (A10)
Page 1	:	Chapter I
.		
.		
.		
Page ...	:	Last Chapter
Page ...	:	References (Appendix 11)
Page ...	:	Appendices

Cover Page: Cover page and second title page must conform to the sample shown in Appendix.

Abstract: Each Summer Project Report must include an abstract of a maximum of two pages in single space (about 800-1000 words). It should state clearly and concisely the topic, scope, method and conclusions reached. The emphasis should be on the conclusions and recommendations and should be in greater detail than the other sections. The word limit should be strictly adhered to.
Acknowledgement: Students are advised to acknowledge help and support from faculty members, library, computer centre, outside experts, their sponsoring organisations, etc.

Table of Contents: Every Summer Project Report must contain a table of contents which provides a view of the organisation of the Summer Project Report material.

List of Tables, Figures and Abbreviations: If the Summer Project Report contains tables, figures and abbreviations used, they should be listed immediately following the table of contents on separate pages.

Introduction: As in the proposal, this should begin with a very brief summary of the company and its business, and then the complete details of the managerial problem/ task and the background to the problem/task, its genesis, consequences of the problem/task on the business, current practices, etc. It should start from a broad overview and then move to the specific focus of the study. This should include the specific business or functional problem being faced by the organisation.

Next, it should describe the rationale for the study and the benefits of the project in terms of knowledge, skill, practices, systems, etc. and how it will help the organisation. All of these should be specified. The next part is to delimit the scope of the project, and to specify the area of enquiry under the project.

It should continue with a subsection titled 'Problem Formulation'. This should describe the specific business problem/task faced and the related issues involved in greater detail than above. The variables involved would then clarify the focus of the project, what is going to be studied, why it needs to be studied. This would clarify the objectives targeted in the summer project.

It is assumed that Students has done a comprehensive library search on the topic he/she is going to work on for his/her summer project. This will help in knowing the work done in the past and also the current work/research being done in the particular area. For this purpose, students may refer to earlier summer projects, books, journals, reports, magazines, newspaper cuttings etc. The survey should cover all the issues raised in the earlier sections of the introduction and should help in creating a theoretical framework or set of assumptions which will define the research area under study, in specific terms. This will help frame the problem in terms of variables under study and in focusing the research problem. The theoretical framework or the model developed for this purpose, will allow for proper operationalisation of the research problem. Assumptions made in the study must be clearly justified and the grounds or evidence used for the development of the hypotheses, (i.e., the variables involved, their relationships, etc.), must be given in detail in this section.

The Research Problem: On the basis of the literature review and the discussions with guides and presentation, the final research problem which will be the basis of the actual study, will be formulated and described here. The section will draw on the model or framework developed earlier, and should describe the development of the hypotheses or the argument for a qualitative exploratory study on that basis. It will build a set of constructive arguments for the research problem. It will further describe how the problem was operationalised for measurement and analysis and will end with a statement of the operationalised hypotheses. In case it is exploratory /qualitative/case study based in nature, it must then state pointwise the variables under study, nature and area of possible outputs from the research.

The expected results from such a research study should also be described in terms of the specific hypotheses developed. It must be explained how such results would be of use in the managerial context and the business.

The Research Design: This will contain five subsections, *viz.*

- The general methodology of adopted for study, whether case method or based on secondary or accounting/financial data, or survey based, etc., and the procedure followed in the study.

- The sample or data source specifications and sampling frame or plan to acquire the data. Sources of data must be mentioned at the appropriate places in the summer project. The detailed sampling plan and the procedure adopted for sampling should be described here.
- The data collection procedure. The Summer Project Report must involve data collection in a systematic manner. It should not be a mere collection of opinions based on personal experience. The tool used for data collection, if any, or the method adopted for the same should be described in detail in this section. This should also contain the procedure for administering the tool or conducting the interview, etc, as the case may be.
- The data analysis carried out, the quantitative or qualitative analysis techniques and the form of the outputs of analysis should all be described in detail here. The software or package used for computation should also be mentioned.
- How the expected output may then be arrived at by following this methodology? This section should describe in detail the way in which the results obtained may be interpreted, and how this may help in the given problem context.

Results and Conclusions: This section should include all the tabulated and text descriptions of the results obtained in the study. It should be noted that all the tables and figures should be properly titled and numbered, and listed in the table of contents.

Next, the conclusions and inferences that are drawn from the analysis of the results (in support of the hypotheses or in the case of exploratory study, the variables identified and/ or involved), should be stated clearly and specifically. These should bear on the hypotheses, and should be an answer to the research problem. Thus they should be linked to the initial research problem, and the conclusions should then be directly related to the various issues regarding the problem under study.

Recommendations: The Summer Project Report should conclude with the recommendations developed from the analysis and findings of the study. This is a critical section and should highlight your specific contributions keeping in view the purpose of the summer project. It should demonstrate learning and use of skill and knowledge in actual problem solving. The last part of this chapter will describe the limitations of the study and suggest directions for further study in this area.

References: References should be complete in all respect as shown in Appendix 13.

Cross referencing: All references (books, journals, magazines, news papers, reports, proceedings, etc.) listed in the Summer Project Report should be cross referenced in the text at appropriate places *eg.*

Deadline for submission of:
➢ Project Proposal (as approved by the Faculty and Industry Mentor) – Before a week **of joining of the company.**
➢ Final Submission – One week before opening of second year **or within 5 days of officially completion of the summer internship.**

Format for the Cover/Title page of the Summer Project Report Proposal

Summer Project Title
(Times New Roman 18 points)

A Summer Project Proposal for
(Times New Roman 11 points)

Post-Graduate Diploma in Management
(Times New Roman 13 points)

By
(Times New Roman 11 points)

Name
(Times New Roman 13 points)
Roll No.
(Times New Roman 13 points)

Under the guidance of

Shri XXXXXXXXXXXX   Prof. XXXXXXXXXXXXXX
Designation   Designation
                                             JIM, Noida

Organisation

(Times New Roman 12 points)
Date
(Times New Roman 11 points)

<div align="right">Appendix 2</div>

Certificate of Approval

The following Summer Project Report titled **"ABC ..."** is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Post-Graduate Diploma in Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the Summer Project Report only for the purpose it is submitted.

"Summer Project Report Examination Committee for evaluation of Summer Project Report"

<p align="right">Name   Signature</p>

1. Faculty Examiner   _____   _____

2. PMC Summer Project Co-coordinator_____   _____

[Type here]

Certificate from Industry Mentor
(on the letterhead of the organization)

This is to certify that **Mr. /Ms. XYZ**, a student of the **Post-Graduate Diploma in Management,** has worked under our guidance and supervision for **Project**.

Industry Mentor/ Concerned Department of Organization
                               Designation
                               Organization
                               Address
                               Date

[Type here]

Abstract
(SAMPLE)
Acquisition and Assimilation of Technology in the Tractor Industry In India: The Strategic Perspective*

By

Shekhar Chaudhuri

Researchers in international transfer of technology have predominantly assumed the perspective of top management of multinational corporations or public policy makers in developing countries. The influence of the external as well as the internal environments on the technology acquisition and assimilation process has been studied by previous researchers. However, the processes through which top managers of firms manage the two environments while acquiring and assimilating technology has received less attention. This research was focused on the managerial processes involved in managing the interaction of the external and internal environments in relation to technology acquisition and assimilation in the specific context of atypical developing country like India.

This study used the framework for Corporate Strategy, which links the external environment with the organisations by utilizing the concept of matching of environmental opportunities and threats with organisational resources and capabilities. The research sites chosen were six major firms in the Indian tractor industry. The perspective assumed was of the top management of these firms.

The major findings are:

1. The Government exercised a pervasive influence on the process of technology acquisition and assimilation in the tractor industry because of its importance to the economy. In spite of the constraints imposed by Government, the firms were able to develop different product -market and technological strategies. When these strategies were uniquely related to the environment and the organisational resources and competence, there was all around improvement in performance. The better the match between technological decisions, the firm's environment and organisational resources and capabilities, easier and faster was the process of technology assimilation.

    A general conclusion arrived at was that several firms operating in the same environment could achieve overall success by developing strategies uniquely related to their environment and resources and capabilities. Two dominant modes of the strategy development process were identified. They were both characterized by an adaptive response to environmental changes and were termed: i) Formulatory-Adaptive, and ii) Evolutionary-Adaptive depending on the nature of the process.

2. The process of acquisition and assimilation of technology was viewed as the process by which firms attempt to relate technological decisions to their environment and resources and distinctive competence. This process was conceptualized as consisting of four interrelated sub-processes: (i) Technology Acquisition, (ii) Technology Adaptation, (iii) Technology Utilization and (iv) Technology Development. Theses sub-processes were distinguished from each other by the differences in organisational characteristics, key managerial tasks and critical skills required to manage them.

    Some applications were examined for three likely audiences (i) researchers in management and international transfer of technology, (ii) managers, and (iii) public policy makers in developing countries.

Data was collected in 1978 from six major tractor manufacturing firms, which comprised more than 80 percent of the total sales turnover. The technological issues studied were i) choice of product, ii) choice of foreign collaborator and mode of collaboration, iii) choice of plant size, iv) choice of plant location, v) choice of manufacturing technology, vi) choice of R&D activities, etc.

Environmental factors like competition Government regulations, technological capabilities of farmers, automotive ancillary industry, role of national laboratories, etc. were considered. Organisational characteristics like formal organisational structure, system of control and coordination, training methodology, philosophy of top management of the firms, and their resources and capabilities were studied in conjunction with environmental factors.

The clinical methodology used consisted of three phases:

  i)   a pilot study of two major firms for a period of one and a half months approximately
 ii)   study of secondary data sources, and
iii)   A re-examination of the previous two organisations and study of the additional four.

Major data sources were in-depth interviews of some 60 senior company executives for a total period of about 300 hours. In addition, detailed study of various company documents like detailed project reports, feasibility reports, organisational announcements, etc. was also undertaken

* Source: IIM Ahmedabad, Manual of Policies and Procedures, 1997-98, pp. 50-51

[Type here]

Table of Contents

Page

Acknowledgement
Abstract (maximum two pages)
Table of Contents
List of Figures
List of Tables
List of Appendices
List of Abbreviations

IXXXXXXXXXX

    1.1
    1.2
       1.2.1
       1.2.2

IIXXXXXXXXXX

    2.1
    2.2
       2.1.1
       2.1.2

III   XXXXXXXXXX

    3.1
    3.2

[Type here]

List of Figures
(Start from separate page)

Figure No.   **Description**   **Page**

―――――――――――――――――

List of Tables
(Start from separate page)

Table No.   **Description**   **Page**

―――――――――――――――――

List of Appendices
(Start from separate page)

Table No.   **Description**   **Page**

―――――――――――――――――

Abbreviations
(Start from separate page)

Reference Style

Books

One Author

Basu, A. (1963), Consumer Price Index: Theory, Practice and Use in India, Modern Book Agency, Calcutta.

Two Authors

Singh, M. and Pandya, J.F. (1967), Government Publications of India, Metropolitan Book Co., Delhi.

Three Authors
Mote, V.L.; Malya, M. M. and Saha J. (1968), Tables for Capital Investment Analysis, Indian Institute of Management, Ahmedabad.

Edited Book

Basu, G. (ed.) (1962), Indian Tax Laws and Foreigners Having Investment in India or Having Business Connections in or with India, Oxford Book & Stationery, Calcutta.

Government Publication

Ministry of Law, Government of India (1960), the Copyright Act, 1957, the Manager of Publications, Delhi.

Journal Paper

Jain, S.K. (1967), World Class Manufacturing, International Journal of Operations Management, Vol. 6, No. 12, pp. 11-31.

pp. stands for page number.

Article in a Newspaper

Gandhi, V. P. (1968), Will the Budget Achieve Its Aims? Certain Doubts, the Economic Times, Mar. 8, pp. 5-6.

Conference Paper

Bhattacharyya, S.K. (1967), Control Techniques and Their Applicability, paper presented at the Ahmedabad Management Association, Ahmedabad, Nov. 22, pp. 11-17.