

FOREWORD

In Institut Teknologi Bandung, final project is an academic activity which represents the final phase of undergraduate study sequences in its area of study. It is a summary of applied knowledge and technology student learned during her/his time in ITB. The final project emphasis is not the final product, but the process in which student learned through the experiments or experiences. Thus, the end product might be a failure. However, student should give an account of the process systematically so that others can gain knowledge from this previous experience.

Final Project for Bachelor of Entrepreneurship Program in School of Business and Management is designed to encourage student to reflect what he/she has learned so far. It is a six credits academic activity in semester 9 in the third year. The schedule will help student to finish study in three years. SBM-ITB will assign supervisor to guide the students in the following activities:

- Structuring final project problems;
- Developing methodology to solve the problems;
- Collecting Data and Analysis
- Drawing conclusions
- Writing the final project referring to the guidance and template in English.

Final project report states student contribution to the business and management area, therefore it must be written in comprehensive manners that are consistent and easy to comprehend. A well-written final report should show not only student's intellectual capability, but also indicated the competence of the advisor, the school and the university. Therefore, certain style and format must be followed to make it acceptable and readily understood, and the final report must be written in English.

This document is designed to guide students in writing her/his final report.

We wish you success!

SBM-ITB Bachelor of Entrepreneurship Program

FORMAT OF THE FINAL REPORT

Regardless of format, the final report includes a particular set of parts in an established order (*see the following table*).

Front Flyleaf (blank page)
Abstract
Copyright Page (optional)
Title Page
Approval Page
Acknowledgment / Dedication (optional)
Table of Contents
List of Figures (if two or more)
List of Tables (if two or more)
List of Appendices (if two or more)
Preface (optional)
Main Body of Text
Bibliography
Appendix or Appendices (if any)
Back Flyleaf (blank page)

You must submit your final project in one of two formats:

1. Standard Research/Application
2. Problem Solving

I. Guidelines to Write an Applied Research

The applied research report addresses a single major theme which could be a research topic or an application of a specific method to solve a real business problem. The individual chapters represent the various steps or stages of the research or application process. The typical chapters for this standard research format usually include:

Chapter 1 Introduction

This chapter describes the background of your chosen topic. The area of interest should be stated along with points that make this research interesting. The general approach or brief methodology is presented. Questions and objectives of the report is stated. Scope of writing and the topic limitation is also stated. The final section of this chapter gives the general outline of this report.

Chapter 2 Business and Technology Description

This chapter is giving an explanation on the business being studied which is relevant with your research questions. Current business stage, income and customers should be describes in this section. Detailed background information of the business should be arranged so that it illustrates the connection between the company and its influencing factors. This include the company profile, its products or services and company history. Relevant successes and failure of the company should also be explained. Business environment should be described including the market, the competitor, the supplier and relevant government policies that affect the industry. In this chapter, the product knowledge, product and technology source and technological level should be describes in detail.

Chapter 3 Theoretical Foundations

A theoretical foundation from various literatures regarding the subject is reviewed here. The literature review should cover all concepts used in this final project.

Chapter 4 Methodology

Detailed methodology used to address the problem is explained here. A clear and thorough description of methodology will give the reader a comprehensive view of your report. Graphs and flowcharts can be used to illustrate the research process.

Chapter 5 Data Analysis and Discussions

This chapter presents the results and findings of your research. Tables and graphs really helps the reader to understand your findings. Examination of the application of business concepts in the real setting can also be analysed here. In this section, it should be a discussion related with other academic research findings.

Chapter 6 Conclusions and Business Implication

The concluding chapters normally incorporate a discussion of your results, your conclusions, and a project summary. Your conclusions should answer your research questions. The description of the research project should flow logically from beginning to end so that readers do not have to refer frequently back and forth among different chapters. Business Implication are intended to provide suggestions or proposed actions needed based on research findings to your own current

business situation. This chapter could also propose further studies or research related to the research. Student should explain the ethical in business and environment related to the business.

II. Guidelines to Write a Problem Solving

The steps involved in a problem solving activity are as follow:

1. Understanding the developing business issue and formulating a plan to determine the root cause of the issue
2. Discovering the root cause of the issues stated above
3. Formulating several alternatives of solution aimed to solve the root cause
4. Conducting a comprehensive analysis, including criteria selection, to determine the optimal solution and to prove that the chosen solution can solve the problem
5. Developing an implementation plan for the chosen solution, including the feedback and controlling mechanisms.

If the above steps are expressed in written form as a business report, then the report would have five main parts:

1. Introduction
2. Business and Technology Issue Exploration
3. Business Solution
4. Implementation Plan

Chapter 1 Introduction

The Introduction begins by a narration of how the student encountered the business assignment that became the topic of their Final Project. It contains a brief profile of the company covered and introduces problems faced in the Final Project. The topics covered are (1) the history of the company, (2) the industry, or scope of business, of the company, (3) description of the unit or branch analyzed in the Final Project, and (4) the business issue faced. The student is expected to explain why there is a necessity for the business issue to be solved, the urgency, and how to find indicators to determine whether the issue has been solved. The area of interest should be stated along with points that make this problem interesting. The final section of this chapter gives the general outline of this report.

Chapter 2 Methodology and Conceptual Framework

In this chapter, the student develops a conceptual framework which will help in finding the root cause of the business issue and finding the solution. The criteria of a good conceptual framework is a good balance of rigor and relevance, i.e.:

- Having sufficient theoretical basis, and
- Relevant to the actual existing business context

The evaluation of the rigor and relevance of the conceptual framework is discussed in the appropriate skills group. The student is expected to have a good argument and explanation regarding the conceptual framework. The student is also expected to be able to explain the theories and concepts involved in the conceptual framework.

Chapter 3. Business and Technology Issue Exploration

In this chapter, the student uncovers the factors likely to be the root cause of the business issue and technology issue. Through an analysis of the factors in the conceptual framework, the student can identify one or more factors that significantly contribute to the emergence of the business issue being faced.

3.1 Analysis of Current Business Situation

After developing the conceptual framework, the student is then asked to analyze every factor involved. Current business stage, income and customers should be describes detail in this section. The detailed coverage on all the factors will help the readers to understand the business situation of the company/industry involved. To increase the reliability of the exposition, the student must cite the source of data and the methods used. As a rough guide, usually an analysis of business situation contains the internal aspect of the company, the industrial situation, the competition landscape, profile and behavior of the consumer, the supplier, the availability of substitutes, communication system and marketing channels, and several macro-level factors such as infrastructure, (macro-) economy, regulations, and politics. Current income and customers should be describes in this section.

3.2 Analysis of Product and Technology Level

In this section, the student should describes and the product knowledge, product analysis, the technology source and the technology level analysis.

3.3 Analysis of Root Cause

At the end of this section, there will be a part that will analyze the results of the exploration holistically; as a result, there will be a conclusion on which factor(s) act as the root cause of the business issue. If there are multiple main factors, then the student may focus their Final Project on a subset (one or more) of those factors. This choice must be stated explicitly in this section. One of the tools often used to find the root cause is the fishbone diagram.

Chapter 4 Business Solution

Formulating the business solution begins by listing several alternatives which then will be analyzed; the result is an optimal solution appropriate for the situation and circumstances faced by the company. The student may also, as an alternative, directly focus on one business solution and analyze the likelihood and feasibility to be the solution to the business issue, instead of analyzing each proposed alternative.

4.1. Business Solution Alternatives

After uncovering the factor causing the business issue to emerge, the student is then asked to develop several solution alternatives that may help solve the issue. To show creativity in problem solving, the student is asked to state all alternatives coming to mind, not only the most potential ones. There are several benefits:

- Developing creativity in thinking
- Nurturing confidence and an open attitude
- Cultivating the ability to think in a realistic way

4.2. Analysis of Alternatives

From the several alternatives proposed, a few will be considered most feasible and having most potential for application. The student is asked to provide several reasons why other alternatives are considered inferior. From the few alternatives considered to have potential, one will be chosen; the chosen alternative is the one considered to be the most optimum solution with regards to the condition and circumstances of the company / industry. This is done by analyzing each of the potential alternatives. The selection process must be well documented and presented. All data, assumptions, criteria, calculations, arguments and other analysis (e.g., stakeholder value analysis) must be elaborated. The reason why a particular analysis technique is used must also be elaborated (e.g., why the Net Present Value analysis is used instead of the Payback Period). The implications in the managerial sense that this alternative might have must also be covered.

Chapter 5 Implementation Plan and Resource Requirements

5.1. Implementation Plan

Suggestions to solve the problem should be referred. Recommendations are intended to provide suggestions or proposed actions needed for the implementation of the solution. A solution must be elaborated in the form of an implementation plan, so that it can have a practical and real value to the company. The implementation plan contains the following things:

- Necessary activities, and how they are related to each other
- The people or unit(s) responsible for those activities
- Timing of the activities
- The flow of information, goods, and money happening alongside the activities

The use of a flowchart diagram, and the standards of conducting project management is highly recommended to illustrate the above items.

5.2.Resource Requirements

Implementing the business solution most likely will have requirements in the form of human resources, technology, monetary, and other resources and support; they are listed in this section.

Chapter 6 Conclusions and Business Implication

The concluding chapters normally incorporate a discussion of your results, your conclusions, and a project summary. Your conclusions should answer your research questions. The description of the research project should flow logically from beginning to end so that readers do not have to refer frequently back and forth among different chapters. Business implication are intended to provide suggestions or proposed actions needed based on research findings to your own current business situation. This chapter could also propose further studies or research related to the research. Student should explain the ethical in business and environment related to the business.

III. Template Instruction on Writing a Final Project Report

A. Final Report Physical Requirements

A.1 Paper Size and Weight

The final report ought to be printed on size A4 (210 mm width and 297 length) HVS paper which weighed 80 g/m² (HVS 80 GSM).

A.2 Printing and Binding

The final report ought to be printed and bind according to these requirements:

1. The final report must be narrated with serif font 12pt such as Times New Roman or Palatino. Font 10 or 9 ought to be used for quotations, tables and picture notes.
2. The final report must be printed on both sides of the paper using black ink.
3. The binding area must not be less than 35 mm. The left margin of the right-hand side of the page when opened (recto page) must not be less than 25 mm. The right margin of the left-hand side of the page when opened (verso page) must not be less than 25 mm. Other margins must not be less than 20 mm.
4. Narration paragraphs must be typed with 1.5 line spacing. Quotations, content of diagrams, tables, pictures and references must be typed with 1 line spacing.
5. The first line of the next paragraph must be typed within 3 line spacing from the last line of the previous paragraph.
6. The first letter of the new paragraph must begin from the border of the left-hand side of the script. New paragraph should not begin at the bottom of the page unless there is enough space for the next 2 lines. The last line of the paragraph must not be on the next page. It has to be included on the bottom of the page.
7. The first letter after comma, semicolon, colon and a period must be typed after a single space.
8. Odd-numbered pages must be on the recto page with even-numbered pages on the verso page.

9. New chapters ought to begin in the odd-numbered pages. Blank page number should be inserted on even-numbered page at the end of chapters with odd-numbered pages.
10. Students must print 3 (three) copies of her/his original reports for final project seminars and submit them to Undergraduate Academic Affair. Corrections (if necessary) must be conducted after student is announced passed the seminar stage. One hardcopy of revised report must be submitted along with one .pdf file copy.

A.3 Errors

Final project report ought to be free of errors or corrections. Thus, students must accommodate and be concerned with comments from her/his supervisor/s and examiners.

B. General Writing Principles

Final Project Report must be written according to firm writing principles, which are:

1. English Language must be used in the short, precise and official manner.
2. Report must be written according to common rules which relevant with Business and Management science.
3. Maximum Number of pages = 60 pages, excluding appendices.
4. Report must be written in two-sided sheets.

C. Numbering Principles

Pages containing executive summary, school validation, foreword, list of contents, list of tables, list of pictures, list of appendixes, list of abbreviations and symbols must be given separate number from the main document using Roman notation of i, ii, iii.... The pages of the main report must be numbered with Arabic notation 1, 2, 3 accordingly from start to finish. Both numbering system must be placed at the bottom left or bottom right of the page.

D. Heading and Subheading Principles

Each part of the main document should be labeled Chapter with principles below.

D.1 Chapter Main Heading

These headings are designed for the main part of the report. The main headings of each chapter must be placed at the top middle of the page with bold font capital letters sized 14.

D.2 Secondary Heading

Secondary heading (subheading) must be numbered according to the particular chapter with Arabic notation. First number represents chapter number with second number represents the number of the sub heading. These sub heading are typed without a capital letter except for the beginning of each word. Sub heading must also be typed with bold font.

D.3 Tertiary Heading

The rules are applied with secondary heading except that there must be 3 (three) digit numbers which corresponds to the particular secondary heading. This heading must be typed in italic.

APPENDIX

FINAL PROJECT REPORT TEMPLATE

INSERT THE REPORT TITLE IN BOLD CAPITAL
FINAL PROJECT

By

Insert Your Name

Insert Your ID Number



Bachelor of Management Program
School of Business and Management
Institut Teknologi Bandung

ABSTRACT

Abstract must be written as an executive summary in English. This part consists of 500-800 words that summarized the problems, findings, conclusions and recommendations of the project. Times New Roman (or Palatino) 11 pt must be used in single spacing with the same margins as the main text. This page must be titled ABSTRACT with upper margin of 3 cm. First line of the abstract must be given 2 single spaces from the title.

APPROVAL PAGE

INSERT YOUR TITLE

By

INSERT YOUR NAME

ID No:

**A Final Project in Partial Fulfillment
of the Requirement for the Degree of Bachelor of Management**

**Bachelor Program of Management
School of Business and Management
Institut Teknologi Bandung**

Month Date, Year

Approved By

**Insert Your Supervisor's Name
NIP. _____**

FOREWORD

Foreword is printed on the separate page after the validation page. This page should contain student's gratitude to her/his supervisor(s), company and individuals which related to completion of this project. This page must be written in English language with official manner.

LIST OF CONTENTS

ABSTRACT	i
FOREWORD	ii
LIST OF CONTENTS	iii
LIST OF IMAGES	iv
LIST OF TABLES	v
LIST OF APPENDIXES	vi
CHAPTER I INSERT YOUR TITLE	1
1.1 Insert Your Subchapter Title	2
1.1.1 Insert Your Tertiary Subchapter	3
Etc.	
REFERENCES	60

CHAPTER I

INSERT CHAPTER TITLE

1.1 Insert Subchapter Title

1.1.1 Insert Tertiary Chapter Title

The final report must be narrated with serif font 12 pt such as Times New Roman or Palatino. The final report ought to be printed on size A4 (210 mm width and 297 length) HVS paper which weighed 80 g/m² (HVS 80 GSM). Narration paragraphs must be typed with 1.5 spacing.

The first line of the next paragraph must be typed within 3 spacing from the last line of the previous paragraph. The first letter of the new paragraph must begin from the border of the left-hand side of the script. New paragraph should not begin at the bottom of the page unless there is enough space for the next 2 lines. The last line of the paragraph must not be on the next page, it has to be included on the bottom of the page.

The first letter after comma (,), semicolon (;), colon (:) and a period (.) must be typed after a single space.

1.2 Citations Principles

Words or phrases from interview or other documents must be written between two apostrophes (“”). Long citations (more than 3 lines) must be written in a separated paragraph, placed 10 mm toward the inside of the main paragraph. Source of the citations must also be stated.

Make sure that readers know the original source of the citations and its relevancy with the report. Citations from Richard Steers book, for example.

This is the narration and then insert your citation “*This is the citation. This is the citation. This is the citation*” (Author name, year of publication: page)

Or

Aggressive defense mechanism was defined in the chapter 18 of *Introduction to Organizational Behavior* as follow: “Aggressive defense mechanism include those reactions by which we directly or indirectly attack the source of the threat to our self-concept” (Steers, 1996: 22)



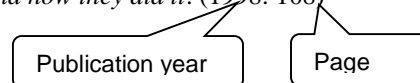
It is not necessary to mention the source if it is already written beforehand. For example:

Arthur Goldsmith defined entrepreneurial politics as a situation in which “... *society, or large part of it, thinks it gains from a policy that harms a small segment of society*” (2002: 202)

Example below showed how to write a long citations and how to use ellipsis. Ellipsis (...) indicated parts of the original information are not quoted because it is not relevant with the report. Note that the long citations must be placed 10 mm from the left margin with single spacing.

Interview for new recruitments is conducted to get more information and not to evaluate the information itself as stated by Wood and Payne:

The main objective of the interview should be to collect relevant information. You do not evaluate the information during the interview. ...By relevant information, we mean relevant to the competencies you are trying to assess. In practice, this means gathering specific example of candidate has actually achieve in the past and how they did it. (1998: 108)



Or

This is your narration followed by the long citation (more than 3 lines):

Citation Citation Citation Citation Citation Citation Citation Citation Citation Citation Citation
Citation Citation Citation Citation Citation Citation Citation Citation Citation Citation Citation
Citation Citation Citation Citation Citation Citation Citation (Publication year: page)

Below is the example of how to write double citations (citations taken from quoted source) in which the author quoted Steers who got his citation from Thomas:

In chapter 18 of *Introduction to Organizational Behavior*, Richard Steers offered a definition of conflict: “ ‘*Conflict is the process which begins when one party perceives that the other has frustrated, or is about to frustrate, some concern of his*’ (Thomas, 1976, p. 891)” (1996: 244)

The author's citation source

Source of Steers citation

Example of writing separated citations.

“*The process non action strategy*, “according to Steers” *is to wear down the dissatisfied employee while at same time claiming that resolution procedures are open and available*” (1996: 323)

1.2.1 Principles of Writing a Citation Source

The source of all citations from books, journals, unpublished documents or the internet must be cited as follows: author's last name, publication year and the page number where the citation is located. The citation source is placed in brackets (*Author-Date Harvard System*).

1.2.1.1 Citations with multiple authors

Format: (*list of authors, year: page*)

“Internal marketing is the relationship and knowledge management required for the ‘new organization’ “ (Varey and Lewis, 1999: 941)

Or

“Citation citation citation citation citation citation citation citation citation citation citation” (First author and second author, year of publication: page)

“*strategic goals* (Anchonam, Kochan, Van Maanen, & Westney, 1999, M-2, 10)

Or

“..... *citation* (First author, second author & third author, publication year, Module number, page)

Or

“.....*strategic goals* (Anchonam *et.al* 1999, M-2, 40)

Or

“.....*citation*..... (First author *et.al* publication year, module number, page)

Above examples showed that the citations was taken from a book written by Anchonam *et.al*, from Module 2 page 40 with each module has separated page number (each module began with page number 1).

1.2.1.2 Citations from Interview and Unpublished Documents

Citations from interview must cite the interviewee, type of contact (such as private interview or telephone interview) and date of interview. Example: (Paul Fireman, private interview, 10/10/2002).

Citations from unpublished documents must follow this rule: name of author(s), year, and page (if applicable). Unknown author(s) should be replaced with list of organization(s) or quoted documents. If there is no information on date, write n.d. as follows:

This example showed unknown year of production (Hamblin and Austin, n.d.: 25).

This example showed unknown author (Health Services Partnership Business Plan, 1999: 2).

1.2.1.3 Citations from the Internet

Format: *Author's name, year of publication, and page* (if applicable).

If unavailable, author's name must be replaced with name of periodicals or website. If these are also unavailable, n.d. must be written instead.

Actual year must be used for time-bound information (such as company's yearly financial data). Complete web URL must be written in the bibliography, therefore it is not necessary to write them in the text. Some examples:

Citation citation citation (Fujiwara, 2001: 19)

Citation citation citation (Jenisch, n.d.) for unavailable year of publication and page.

Citation citation citation (businessweek.com, 2004) for unknown author and year of downloading information.

1.3. Tables and Images



Figure 1.1 Insert Your Caption Here (cite the source of this image according to citation principles)

Table 1.1 Insert Your Caption Here

Margins	Left Column	Right Column
Top	0.51" (1.3 cm)	0.51" (1.3 cm)
Left	0.47" (1.2 cm)	4.42" (11.24 cm)
Right	4.07" (10.35 cm)	8.02" (20.39 cm)
Bottom	9.96" (25.3 cm)	9.96" (25.3 cm)*

Table 1.2 Insert Your Caption Here

Margins	Left Column	Right Column
Top	0.51" (1.3 cm)	0.51" (1.3 cm)
Left	0.47" (1.2 cm)	4.42" (11.24 cm)
Right	4.07" (10.35 cm)	8.02" (20.39 cm)

Table 1.2 Insert Your Caption Here (Cont.)

Margins	Left Column	Right Column
Top	0.51" (1.3 cm)	0.51" (1.3 cm)
Left	0.47" (1.2 cm)	4.42" (11.24 cm)
Right	4.07" (10.35 cm)	8.02" (20.39 cm)

Tables, images, diagrams, photographs or maps must follow these principles:

1. The same type of 80 gr HVS paper must be used whenever necessary except for photographs or images that required other type of paper. Make sure that use of different paper would not disrupt the harmony of the report.
2. Captions for images, photographs and maps must be placed below the individual images, photographs and maps with capital letters only on the beginning of each word.
3. Captions for tables must be placed above the individual table with capital letters only on the beginning of each word.
4. Tables must not be separated into two pages, except for the long ones. Long tables that required separation must be placed on the next page with the same previous full table captions as its heading with added word “cont.”
5. Tables and images lay out must be accustomed to the design of the report. Rules for page numbering in landscape lay out must be in accordance with page set-up menu of Word processor.

REFERENCES

First editor last name, first editor initials, 2nd editor last name, 2nd editor initials & 3rd editor last name, 3rd editor initials (Eds), publication year, *Title in italic*, place of publication, publisher name.

Kahn, R.L. & Bouding, E. (Eds.), 1964, *Power and Conflict in Organization*, Glencoe, IL: Free Press.

Katz, D. & Kahn, R.L., 1975, *The Social Psychology of Organizations* (2nd ed.), New York: Wiley.

Wibisono, D., 2003, *Riset Bisnis: Panduan bagi Praktisi dan Akademisi*, Jakarta, INA: Gramedia Pustaka Utama.

First author last name, first author initials, 2nd author last name, 2nd author initials & 3rd author last name, 3rd author initials, publication year, article title, *journal title in italic*, journal volume: page.

Fry, L.W. & Slocum, J. W. Jr. 1984, Technology, Structure and Workgroup Effectiveness: A Test of Contingency Model. *Academy of Management Journal*, 21: 221-246.

Goggin, W.C., 1974, How Multidimensional Structure Works at Dow Corning, *Harvard Business Review*, 55 (1): 54-65.

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Biro Pusat Statistik, 2004, Laju Inflasi Bisa Disebabkan oleh Kenaikan Populasi, September, 24:14.

Author last name, initials, publication year, In Editor and editor last name(s) (Eds), *book title in italic*: page, city of publication or country (if necessary): publisher name.

Berg, N.A. 1973, Corporate Role in Diversified Companies. In B. Taylor & I. MacMillan (Eds), *Business Policy: Teaching and Research*: 298-347, New York: Wiley.

Roberts, F.S., 1976, Strategy for the Energy Crisis: The Case of Computer Transportation Policy,
In R. Axelrod (Ed.) *Structure of Decision*: 142-147, Princeton, NJ: Princeton University
Press.

Author last name, author initials, *book title in italic* (translated), translator name, publication place,
publisher name, publication date.

Apple, James, *Tataletak Pabrik dan Pemindahan Bahan*, (translated), Nurhajati Ma'mun,
Bandung: Penerbit ITB, 1990.

Private interview by (insert interviewer name), place and date of interview.

Fireman, Paul, Private interview by Joan C. Tonn, Boston, MA: October 22nd 2002.

Author last name, author initials (if available), date (if available), document full title; insert
“unpublished document”

Tonn, Joan C., 1999, MM 6303 Syllabus, unpublished document.

Five Years Plan of Company XYZ, unpublished document.

Author last name, author initials, publication year, article title, *publication name in italic*,
publication date, retrieved on (insert date of retrieval), complete URL address

Kharif, O., 2003, Cellular Carriers Under Siege, *Business Week Online*, March 18. Retrieved on
March 20, 2003 from

http://businessweek.com/technology/content/mar2003/tc20030318_0236tc106.htm.

Zunitch, V.M., 2003, Businesses in Transition, *Journal of Accountancy*, March, 1995 (3),
retrieved on March 17, 2003 from <http://www.aicpa.org/pubs/jofa/mar2003/zunitch.htm>.

Journal or e-zine name in italic, publication year, article title, publication date, retrieved on (insert
date of retrieval), complete URL address

The Economist, 2003, In Search of those Elusive Returns, March 20, retrieved on March 21 2003
from http://economist.com/finance/displayStory.cfm?story_id=1649643.

Austin, A.H., n.d. The Electronics Industry, 1947-1997, retrieved from

<http://www.geocities.com/econhist/html>

Departemen Tenaga Kerja Republik Indonesia, n.d. Hukum Ketenagakerjaan di Indonesia,

retrieved on May 23, 2003 from <http://www.Naker.go/UU2003/whd/fair.pdf>.

Yahoo.com, 2003, Verizon Communication profile, retrieved on September 21,2003 from

<http://finance.yahoo.com/index.asp>.