Student Handbook and Prospectus

Master of Business Administration

July 2022 & January 2023

AICTE Approved Programme from an University with A++ Grade from NAAC

School of Management Studies
Indira Gandhi National Open University
Maidan Garhi, New Delhi – 110068
Website: www.ignou.ac.in

RECOGNITION

- IGNOU is a NATIONAL OPEN UNIVERSITY established by an Act of Parliament in 1985 (Act No. 50 of 1985).

- It is the First Open University in the Country to have been accredited with the highest A++ Grade by NAAC.

- IGNOU has been exempted from applicability of UGC (Open and Distance Learning Programme and Online Programme) Regulations, vide Letter No. F. No. 1-8/2019 (DEB-I) dated 9th August 2019 & F.No.2-/2019 (OL) dated 17th March, 2020.
  (http://ignou.ac.in/userfiles/Exemption%20from%20UGC%20regulations.pdf)

- The Degrees/ Diplomas/ Certificates issued by IGNOU are recognised by all the member institutions of the Association of Indian Universities (AIU) and are at par with the corresponding Degrees/ Diplomas/ Certificates issued by all Indian Universities/ Deemed Universities/ Institutions etc.

- The UGC Notification No. F. 1-1/2020(DEB-I) dated 4th Sept., 2020 regarding recognition of Degrees and Certificate acquired through ODL mode states as under: —

  "22. Equivalence of qualification acquired through Conventional or Open and Distance Learning and Online modes.– **Degrees at undergraduate and postgraduate level in conformity with UGC notification on Specification of Degrees, 2014 and post graduate diplomas awarded through Open and Distance Learning mode and/or Online mode by Higher Educational Institutions, recognised by the Commission under these regulations, shall be treated as equivalent to the corresponding awards of the Degrees at undergraduate and postgraduate level and post graduate diplomas offered through conventional mode."**

- All the Programmes are recognized by AICTE vide Letter No. F.No. North-West/2022-23/1-112783440263 dated 31-May, 2022.

Further information on the Indira Gandhi National Open University courses may be obtained from the University's office at Maidan Garhi, New Delhi-110 068.

AT A GLANCE

Name of the Programme	Programme Code	Eligibility	Duration	Fee
Master of Business Administration	MBA	Passed Bachelor Degree of Minimum 3 years duration with at least 50% marks (45% in case of candidates belonging to reserved category).	**Min**.: 2 Years **Max**.: 4 Years	Programme fee: Rs. 15,500/- per semester

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Master of Business Administration (MBA)

- Student Handbook & Prospectus would be available **online** only **at** **www.ignou.ac.in**
- This Handbook & Prospectus is valid for the Admissions of July 2022, and January 2023
- **Application Form is to be filled through online mode only.**

Contents

1.0 **INDIRA GANDHI NATIONAL OPEN UNIVERSITY (IGNOU)**

The Indira Gandhi National Open University (IGNOU), established by an Act of Parliament in 1985, has continuously striven to build an inclusive knowledge society through inclusive education. It has tried to increase the Gross Enrolment Ratio (GER) by offering high-quality academic programmes through the Open and Distance Learning (ODL) mode.

The University began its operations in 1987 by offering two academic programmes, i.e., Diploma in Management, and Diploma in Distance Education.

Today, it serves the educational aspirations of large number of students in India and Abroad through 21 Schools of Studies and a large network of Regional/Learner Support Centers. The University offers large number of programmes at Certificate, Diploma, Degree, and Doctoral levels. The University is also supported by large number of academic counselors who are from conventional Institutions of higher learning, professionals, and people from industry, among others.

The mandate of the University is to:

- Provide access to higher education to all segments of the society;
- Offer high-quality, innovative and need-based programmes at different levels, to all those who require them;
- Reach out to the disadvantaged by offering programmes in all parts of the country at affordable costs.

To achieve the twin objectives of widening access for all sections of society and providing continual professional development and training to all sectors of the economy, the University uses a variety of media and latest technology in imparting education.

The University has made a significant mark in the areas of higher education, community education and continual professional development. The University has been networking with reputed public institutions and private enterprises for enhancing the educational opportunities being offered by it.

As a world leader in distance education, it has been conferred with awards of excellence by the Commonwealth of Learning (COL), Canada.

Recently, the National Assessment and Accreditation Council (NAAC) awarded A++ *Grade (the highest grade) to the University.*

1.1 The Schools of Studies:

With a view to developing interdisciplinary studies, the University operates through Schools of Studies. Each School is headed by a Director who arranges to plan, supervise, develop and organize its academic programmes of courses in co-ordination with the Faculty and the different academic, administrative and service wings of the University. The emphasis is on providing a wide choice of courses at different levels through various programmes. Currently IGNOU has the following schools of studies:

- School of Agriculture
- School of Computer and Information Sciences
- School of Continuing Education
- School of Education
- School of Engineering and Technology
- School of Extension and Development Studies
- School of Foreign Languages
- School of Gender and Development Studies
- School of Heath Sciences
- School of Humanities
- School of Interdisciplinary and Trans-disciplinary Studies
- School of Journalism and New Media Studies
- School of Law
- School of Management Studies
- School of Performing and Visual Arts
- School of Sciences
- School of Social Sciences
- School of Social Work
- School of Tourism and Hospitality Services Management
- School of Translation Studies and Training
- School of Vocational Education and Training

1.2 Special Features:

Some of the special features currently practiced by IGNOU are:

- flexible admission rules
- provision of equal opportunity of admission to people from all over the country,
- provisions of learning at one's own pace, place and time,
- cost-effective and cost-efficient education operations
- multi-media approach in the preparation of course packages,
- self-instructional Printed and Audio/Video course materials
- network of Learner support centers throughout the country and in some other countries
- face-to-face Counselling and Tele-Counselling
- continuous evaluation through assignments,
- provision of terminal examination two times a year
- telecast of Video Programmes on Doordarshan
- Interactive Satellite Aided communication Network (teleconferencing)
- Interactive Radio Counselling

1.3 Academic Programmes:

The University offers Certificates, Diplomas, Advance/ Post Graduate Diplomas and Degrees, which are conventional as well as innovative. Most of these programmes have been developed after an initial survey of the need for such programmes. They are launched with a view to fulfilling the learners' needs for:

- certification,
- improvement of skills,
- acquisition of professional qualifications,
- continuing education and professional development at workplace,
- self-enrichment,
- diversification and updating of knowledge, and
- empowerment.

1.4 Course Material:

Learning materials are prepared for the courses by teams of experts drawn from conventional universities, management institutions and professionals from all over the country and in-house faculty. These materials are edited by the contents experts and language experts at IGNOU before they are finally sent to the press. Similarly, audio and video programmes are produced in consultation with the course writers, in-house faculty and producers. The materials are previewed and reviewed by the faculty as well as outside experts and edited or modified wherever necessary before they are dispatched to the Learner support centres, content uploaded at 'eGyankosh' and Telecast through 'Gyan Darshan'.

1.5 Credit system:

The University follows the 'Credit System' for most of its programmes. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a four credit course involves 120 hours of study. All management courses are 4 credit courses except the project course which is of 8 credits. This helps the student to understand the academic efforts one has to put in, in order to successfully complete a course. Completion of an academic programme (Degree, Diploma or Certificate) requires successful clearing of both, the assignments and the term-end-examination of each course in a programme.

1.6 Student Support Services:

IGNOU has established a number of learner support centres throughout the country. Learner support centres provide counseling facilities at periodic intervals; act as information centres, and as examination centres. Currently about 350 learner support centres provide counseling facilities for the Management Programme. Learner support centres also have a basic library of management book for reference purposes. Each student is assigned to a study centre where s/he also submits assignments to the study centre coordinator. To coordinate

the learner support centres, the University has established 56 regional centres all over the country. The University has also established 6 IGNOU-Army, 4 IGNOU-Navy, and one IGNOU-Assam Rifles Recognised Regional Centres to cater to the need of Army, Navy and Assam Rifles personnel respectively. List of Regional Centres and Learner Support Centres (LSC) for Management Programmes are available at http://www.ignou.ac.in/userfiles/List%20of%20RC%20&%20LSC.pdf

1.7 Delivery System:

The methodology of instruction in this University is different from that of the conventional Universities. The Open University System is more learners oriented and the learner is an active participant in the teaching learning process. Most of the instruction is imparted through distance, rather than Face to-Face communication. The University follows a multi-media approach for instruction. It comprises:

a) **Print Material**: The printed material of the programne is supplied to the learners in the form of a single printed book/e-book, which is divided into Blocks and Units.

b) **Audio-Visual Material Aids**: The learning package contains audio and video programmes which have been produced by the University for better clarity and enhanced understanding of the course material given to the student. These programmes are usually of 25-30 minutes duration. The audio programmes are run and video programmes are screened at the learner support centres during the hours of the counseling session. The video programmes of Management Studies are telecast on Doordarshan. Some of the selected stations of All India Radio also broadcast the audio programmes. Students can confirm the broadcast schedule for the programmes from their LSC. The information is also provided on the University website.

c) **Counselling Sessions**: Normally, counseling sessions are held as per a schedule drawn before hand by the Study Centre Coordinator. They are held on weekend, i.e. Saturday and Sunday. Further, the University conducts live phone-in-programmes through various stations of All India Radio. Schedule of these phone-in-programmes would be available at the University website/learner support centres. Live teleconferencing sessions are also conducted through interactive TV Channel.

d) **eGyanKosh:** The IGNOU eGyanKosh (http://egyankosh.ac.in/), one of the world's largest repositories of educational resources in higher education, is available for the learners and teachers, and public at large for free. The eGyanKosh currently houses the self-learning material of over 2500 courses and a large number of video programmes of IGNOU. The IGNOU learners are encouraged to make use of these resources for their learning.

e) **IGNOU e-Content Mobile App:** IGNOU-e-Content Mobile App is an official mobile app of Indira Gandhi National Open University (IGNOU). This app is an ICT initiative of IGNOU to provide Digital Learning Environment to IGNOU learners by extending Technology Enhanced Learner Support Services to them. The aim of this initiative is to disseminate the digitised course material to IGNOU Learners. IGNOU learners can use this app to access their course material through their hand held devices such as Mobile Phones and Tablets, etc.

2.0 SCHOOL OF MANAGEMENT STUDIES

The School of Management Studies began its academic operations in 1987 with the launch of Diploma in Management as a pilot programme of the University. The School today offers 14 programmes in Management and 13 programmes in Commerce.

The school has international presence and is offering its programmes in various African and Asian countries.

The School follows a multimedia approach in programme delivery. It comprises self-learning printed course material, supporting audio-video programmes, face to face interaction with academic counselors at learner support centres, assignment for assessment and feedback, telecast of video programmes on Doordarshan, broadcast of Audio / Video programmes through Gyan Vani (interactive radio counseling) and teleconferencing through Gyan Darshan, Swayamprabha, and DTH. The School adopts many other learner friendly features available on IGNOU platform.

The programmes offered by the School are designed in modular format offering maximum flexibility to the learners including multiple exit points. In recent years the school has collaborated with various apex institutions to develop programmes catering to the needs of specific target groups.

The School of Management Studies has been established to provide developmental avenue for working personnel and professionals for acquiring management qualifications to upgrade and refine their managerial skills, capabilities, and orientation. The School aims to impart lifelong learning opportunities to the learners in the specific domains like leadership, entrepreneurial skills, and professional competence. The Programmes offered by the School are useful and geared to fulfill identified gaps in the corporate and business world.

Looking at the demand for online education management discipline of School of Management Studies is offering an online MBA programme from January 2022 academic session. The delivery of the programme is completely online based on the LMS platform of the University. The online MBA programme is also recognized by AICTE.

Programs offered by the School under Management Discipline are:

1. Ph. D. (Management)
2. Master of Business Administration (MBA)
3. Master of Business Administration (Banking & Finance)
4. Master of Business Administration (Human Resources Management)
5. Master of Business Administration (Financial Management)
6. Master of Business Administration (Marketing Management)
7. Master of Business Administration (Operations Management)
8. Master of Business Administration (Online)
9. Post Graduate Diploma in Human Resource Management(PGDHRM)
10. Post Graduate Diploma in Marketing Management (PGDMM)
11. Post Graduate Diploma in Financial Management (PGDFM)
12. Post Graduate Diploma in Operation Management (PGDOM)
13. BBA in Services Management
14. Certificate in NGO Management(CNM)

3.0 **Master of Business Administration (MBA)**

These programmes are AICTE recognized Post Graduate Degree programme designed to develop the skills required for careers in business and management. The programme is designed by renowned management experts keeping in view the latest industry requirements and practices. All the courses are contemporary, covers diverse areas of study in business and management and relevant to the present day needs. It is uniquely designed for both fresh graduates and the working personnel.

3.1 Salient Features of the Programme(s):

Some of the salient features of the programme(s) are:

- AICTE approved Programme
- Offered across pan India and in selected Countries outside India
- Contemporary curriculum and latest study material
- Affordable fee
- Flexible learning

3.2 Eligibility:

Passed Bachelor Degree of Minimum 3 years duration with at least 50% marks (45% in case of candidates belonging to reserved category).

3.3 Duration:

The minimum duration of the programme is 2 years and the maximum duration is 4 years.

Students will be allowed to register/re-register seven courses in a semester to enable them to register/re-register all the required 28 courses for the award of MBA Degree in four semesters (i.e. **two years**). *The student has to register for the programme in the first semester and subsequently re-register for all the other semesters.*

3.4 Medium of Instruction:

The medium of Instruction for this programme is English.

3.5 Programme Structure:

Courses	1st Semester-I	2nd Semester	3rd Semester	4th Semester
Core	7 (Seven)	7 (Seven)	2 (Two)	4 (Four)
Specialisation	-	-	4 (Four)	3 (Three)
Project	-	-	1 (One) (equivalent to 2 courses)	-

- The MBA Programme consists of 28 courses in all and includes:

    a) Twenty (20) Core courses (from MMPC-001 to MMPC-020)
    b) Seven (07) courses from any one of the chosen specialisation area
    c) One (01) Project course (MMPP-001 equivalent to 2 courses)

- Students need to select 7 courses in each of the semesters during the programme.
- Students need to select only MMPC-001 to MMPC-007 (Seven courses) in the 1st semester (All Courses Compulsory) and need to select only MMPC-008 to MMPC-014 (Seven courses) in the 2nd semester (All Courses are Compulsory).
- The School offers different areas of specialisation like; Human Resource management, Financial Management, Operations Management, Marketing Management, and Services management in this MBA programme and the student can choose any one specialisation area in which S/he wants to have his MBA degree.

- Student need to select MMPC-015, MMPC-0016 & MMPP-001 (three courses) and four (04) courses from chosen specialisation in the 3rd semester.
- Student need to select MMPC-017 to MMPC-020 (four compulsory courses) and three (03) more courses from chosen specialisation in the 4th semester.
- Student need to select a total of 7 courses in his chosen specialisation only in order to get his MBA degree in that specialisation.
- MMPP-001 (Project Course) is equivalent to two courses. The fee will be equivalent to two courses. However, for registration purposes MMPP-001(project course) is treated as one course.
- In order to get an MBA degree a student has to complete 28 courses with a total credit weightage of 116 credits. They are as follows:
  a) 20 Core Courses of 4 Credit each = 80 Credits.
  b) One Project course of 8 credits
  c) 7 Courses from any one area of Specialization of 4 credits each = 28 credits

Programme structure of each of the MBA programme is presented below. The detailed course outlines are given in the Appendix 1.

Semester-wise courses to be selected for registration / re-registration:

Course code	Course Title	Course code	Course Title
Semester -1 (7 Courses)		**Semester-2 (7 Courses)**	
MMPC-001	Management Functions and Organisational Processes	MMPC-008	Information Systems for Managers
MMPC-002	Human Resource Management	MMPC-009	Management of Machines and Materials
MMPC-003	Business Environment	MMPC-010	Managerial Economics
MMPC-004	Accounting for Managers	MMPC-011	Social Processes and Behavioural Issues
MMPC-005	Quantitative Analysis for Managerial Applications	MMPC-012	Strategic Management
MMPC-006	Marketing Management	MMPC-013	Business Laws
MMPC-007	Business Communication	MMPC-014	Financial Management
Semester-3 (7 Courses)		**Semester-4 (7 Courses)**	
MMPC-015	Research Methodology for Management Decisions	MMPC-017	Advanced Strategic Management
MMPC-016	International Business Management	MMPC-018	Entrepreneurship
MMPP-001	Project Course (Equivalent to 2 Courses)	MMPC-019	Total Quality Management
		MMPC-020	Business Ethics and CSR
and **Four courses from any one area of the specialization**		**and** **Three courses from any one area of the specialization**	

Specialization Courses to be opted in the III Semester

Financial Management Area		Human Resource Management Area	
MMPF-001	Working Capital Management	MMPH-001	Organizational Theory and Design
MMPF-002	Capital Investment and Financing Decisions	MMPH-002	Human Resource Development
MMPF-003	Management Control Systems	MMPH-004	Industrial and Employment Relations
MMPF-006	Management of Financial Services	MMPH-007	Compensation and Reward Management
Marketing Management Area		Operations Management Area	
MMPM-001	Consumer Behaviour	MMPO-001	Operations Research
MMPM-002	Sales Management	MMPO-002	Project Management
MMPM-003	Product and Brand Management	MMPO-005	Logistics and Supply Chain Management
MMPM-005	Marketing of Services	MMPO-006	Material Management

Services Management Area	
MMPH-002	Human Resource Development
MMPO-005	Logistics and Supply Chain Management
MMPF-006	Management of Financial Services
MMPM-005	Marketing of Services

3.6 Admission Process

Admission into this programme is done through online and the link for the same will be available at IGNOU website (www. ignou.ac.in). After going through the above given eligibility conditions a student can register for this programme. **The student has to *Register* for the programme in the first semester and subsequently *Re-Register* for all the other semesters.**

3.7 Programme Fee:

The student has to pay Rs.15,500/- per semester.

3.8 Exit Certification

A student can get her/his MBA degree in his choosen specialization once s/he completes all the specified 28 courses. However, if a student wishes to exit the programme after completion of the specified courses of 1st and 2nd semesters (56 credits), an exit option is provided at her/his specific request only, resulting in award of Post Graduate Diploma in Management (PGDIM).

3.9 Evaluation:

The evaluation system of the programme for all the courses, except the project course, is based on two components:

a) Continuous evaluation in the form of Assignments (weightage: 30%):

This component carries a weightage of 30%. There will be one graded assignment per course. The assignment is to be submitted to the Co-ordinator of the learner support Centre to which the student is assigned or attached with. Students are required to attempt the assignments which are prescribed for that semester.

b) Term End Examination (TEE) (weightage: 70%):

Term End Examinations will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination, only after s/he has registered for that course and submitted the assignment of that course.

C) For *Project course* the evaluation is based on the project report submitted by the student only.

Letter grade system is used in this programme. These letter grades are:
A = Excellent
B = Very Good
C = Good
D = Satisfactory
E = Unsatisfactory

For successfully qualifying a course, a student will have to obtain at least 'C' Grade in both continuous and term-end examinations and also the overall average grade should be at least 'C' grade for the successful completion of that course.

Following is the system of converting the overall letter grades to percentage equivalents:
A = 80% and Above
B = 60% to 79.9%
C = 50% to 59.9%
D = 40% to 49.9%
E = Below 40%

Term-end Examination

The learners are required to fill in the Examination form to appear in the TEE each time i.e., for every exam (June/December) a learner has to apply afresh. The Examination Forms are accepted online only as per the schedule given below:

Dates for submission of Examination Form

For June TEE	For December TEE	late Fee
1st March to 31st March	1st September to 30th September	**NIL**
1st April to 15th April	1st October to 15th October	Rs. 1000/- (The exam centre will be the city where RC is located)

Please note that the dates mentioned above are subject to change. Please check the actual dates on the University website.

Examination fee and Mode of Payment

Examination Fee	Mode of Payment
@ 200 per theory course	Credit Card/Debit Card/Net Banking

Examination fee once paid is neither refundable nor adjustable even if the learner fails to appear in the examination.

3.10 Tentative Schedule of Operations

	Activities	January - June Semester	July - December Semester
i)	Despatch of Study Material to begin	During first half of December of preceding year	During first half of June
ii)	Counselling	January-May	July-November
iii)	Submission of Assignments	30th April	31st October
iv)	Assignment feedback	15th May	15th November
v)	Term-end Examination	June	December
vi)	Dates for submission of Examination Forms Through Online at IGNOU website www.ignou.ac.in	As notified by Student Evaluation Division (SED) and displayed on IGNOU's website www.ignou.ac.in	
vii)	Dates for Online Re-registration for next semester	As notified by Student Registration Division (SRD) and displayed on IGNOU's website www.ignou.ac.in	

(Dates are subject to change due to unforeseen circumstances).

1) Examination fee is Rs. 200/- per course
2) Examination Form should be filled up and submitted through IGNOU website **www.ignou.ac.in** till March 31st, and September 30th for June and December Term-end examination respectively. For exact dates/information please visit www.ignou.ac.in.
3) Examination Form is to be submitted Online only as per instruction/Guidelines available at IGNOU website i.e. www.ignou.ac.in.

3.11 Grievance Redressal:

IGNOU has a robust mechanism in place for redressal of student grievances. A Special Online Portal – IGNOU Grievance Redress and Management (iGRAM) has been developed for this purpose. Students can submit their grievances on iGRAM online and track the response. iGRAM can be accessed at http://igram.ignou.ac.in/.

A dedicated Student Service Centre has been set up at the HQ to respond to the queries and grievances of the students. The Student Service Centre can be contacted at the contact details provided below:

1	General Enquiry (Student Support Services and Student Grievances, pre-admission Inquiry of various Programmes in IGNOU, etc)	Phone: 011-29572514, 29572513, 29572516
2	Director, SSC, IGNOU, Maidan Garhi, New Delhi - 110068	Phone: 011-29572505 Email: directorssc@ignou.ac.in, ssc@ignou.ac.in

4.0 UNIVERSITY RULES

The University reserves the right to change the rules from time to time. However, latest rules will be applicable to all the students irrespective of the year of the registration.

4.1 Validity of Admission

Learners offered admission have to join on or before the due dates specified by the University. In case they want to seek admission for the next session, they will have to apply afresh and go through the admission process again.

4.2 Simultaneous Registration

Students who are already enrolled in a programme of one year or longer duration can also simultaneously register themselves for any Certificate programme of Six months duration. However, if there is any clash of dates of counselling or examination schedule between the two programmes taken by the student, University will not be in a position to make adjustment. However simultaneously pursuing two academic Programmes at degree level, either from the same University, or one from the Open University (under ODL mode) and the other from Conventional University (regular or face-to- face mode) is not permitted, as of now.

4.3 Re-Registration

"Re-registration" means registration in the next semester/year of a programme, wherever applicable. Learners are advised to submit the Re-Registration (RR) forms 'Online' on the web portal www.ignou.ac.in. as per the schedule notified by the University from time to time, irrespective of the fact that whether the learners appeared in the examination or not or whether they have passed or not in the course(s) registered in the current academic session. If the Re-Registration in any of the programme is not available online or for any other reason as specified by the University, Learners should submit their RR forms at the respective Regional Centre only. International students of the University pursuing their programme from India are also advised to submit re-registrations form online. Offline forms, if any, may be submitted to the International Division of the University.

4.4 Additional time for Learners with Disability

Learners with disability of 40% or more are given additional 2 (two) years beyond the maximum duration prescribed for all academic programmes. Learners with disability seeking benefit of the aforesaid facility should submit the 'Disability Certificate' issued by the competent authority at the Regional Centre concerned, which, in turn will verify it, make entry in the data base and transmit the data to SRD for updating in the Master records.

4.5 Reservation

The University provides reservation of seats for Scheduled Castes and Scheduled Tribes, non-creamy layer of OBC, Economically Weaker Sections, War Widows, Kashmiri Migrants and Physically Handicapped learners, as per the Government of India rules, for admission to its programmes in which there are limited number of seats and admission is through a merit list. However, submission of forged certificate under any category shall make the student liable not only for cancellation of admission but also legal action as per Government of India rules.

4.6 Scholarships

The learners enrolled in IGNOU are eligible for Government of India Scholarships. They are advised to visit the National Scholarship Portal of the Government of India and submit their application online. For further details students may contact their Regional Centre. Students belonging to the Scheduled Caste category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship. Students belonging to the Scheduled Tribe category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship.

4.7 Fee Exemption for SC/ST Students under the SCSP and TSP Schemes

The University provides exemption of programme fee to students from SC/ST category as per its policy. The policy is reviewed for every admission cycle. Students are advised to visit the University website or contact the Regional Centre to know about the latest provisions. The SC and ST students who are employed or who are availing any kind of fellowship or fee exemption from other agencies are not eligible for fee exemption under SCSP/TSP scheme. The exemption of fee is confined to Programme Fee mentioned in this Admission Prospectus only. The scheme will not exempt late fee (if any), term-end-exam fee, convocation, fee etc.

4.8 Registration fee, Cancellation of Admission and Refund of Fee

A non-refundable Registration Fee of Rs. 200/- (unless specified otherwise) shall be charged along with the programme fee of first semester/year at the time of admission. If a student applies for cancellation of admission and refund of fee, the refund request will be considered as per the University policy as under:

a.   Before the last date for submission of admission form – the fee paid will be refunded after deduction of Rs.200/-
b.   Within 15 days from the last date for submission of admission form – the fee paid will be refunded after deduction of Rs.500/-
c.   Within 30 days from the last date for submission of admission form – the fee paid will be refunded after deduction of Rs.1,000/-.
d.   After 30 days from the closure of the last date – No refund will be allowed.
e.   In cases of (a) to (c) above, the candidate will make a written request to the Regional Director concerned for such a refund.

4.9 Study Material and Assignments

The University sends study material to the students by Registered post/ Speed Post and if a student does not receive the same for any reason; whatsoever, the University shall not be held responsible for that. For non-receipt of study material, learners are required to write to the Registrar, Material Production and Distribution Division, IGNOU, Maidan Garhi, New Delhi – 110 068.

The University has a provision to provide soft copy of the self-learning material in place of printed material. A learner opting for the soft copy will be given a discount of 15% in the Programme Fee. The Option to this effect has to be indicated by the learners while filling in the Online Admission Form. Such learners will not be given printed self-learning material.

Assignments for the current session are made available on the website. Students are advised to download the same.

4.10 Correction of Address and Study Centre Change

Students can request for change of address, study centre and regional centre online from their user account. The user account is to be created at https://ignou.samarth.edu.in by clicking 'New Registration'.

4.11 Change of Region

When a learner wants transfer from one region to another, he/she has to write to that effect to the Regional Centre from where he/she is seeking a transfer marking copies to the Regional Centre where he/she would like to be transferred to. Further, he/she has to obtain a certificate from the Coordinator of the Learner Support Centre from where he/she is seeking transfer regarding the number of assignments submitted. The Regional Director from where the learner is seeking the transfer will transfer all records including details of fee payment to the new Regional Centre under intimation to the Registrar, Student Registration Division (SRD) and the learner as well.

In case any learner is keen for transfer from Army/Navy/ Air Force Regional Centre to any other Regional Centre of the University during the cycle/session, he/she would have to pay the fee-share money to the Regional Centre. In case the learner seeks transfer at the beginning of the session/cycle, the required programme course

fee for the session/cycle shall be deposited at the Regional Centre. However, the transfer shall be subject to availability of seats wherever applicable.

4.12 Correction/Change of Name/Surname of Learner

Spelling mistakes, if any, committed at the time of data entry stage will be rectified at the Regional Centre and corrected data transmitted to Student Registration Division for updating in the database. However, Learners are expected to write their correct name (as indicated in the High School Certificate) in the Admission Form. In case any change in the name (other than the one mentioned in his/her High School Certificate), then it is mandatory for the prospective learners to furnish legal evidence of having changed his/her name/ surname while submitting the admission form. For Change of Name/Surname, after confirmation of admission, the learners are required to submit the following documents at the Regional Centre, for on ward transmission to Registrar, SRD:

a)   Original copy of Notification in a daily newspaper notifying the change of name;
b)   Affidavit, in original, on non-judicial Stamp Paper of the appropriate value sworn in before 1st Class Magistrate specifying the change in the name;
c)   Marriage Card/Marriage Certificate in case of women candidates for change in surname;
d)   Gazette Notification, in original, reflecting the change of name/surname;
e)   Demand Draft of Rs.500/- drawn in favour of IGNOU payable at New Delhi. Request for correction and/or change of Name / Surname will be entertained only before award of the Degree/Diploma/Certificate.

4.13 Disputes on Admission & other University Matters

The University takes appropriate administrative and disciplinary measures for smooth functioning of its day-to-day operations in accordance with the prevailing rules and guidelines. In case of disputes on Admission and other University Matters, the place of jurisdiction of filing of law suit, if necessary, will be New Delhi/Delhi ONLY.

4.14 Migration Certificate

For Migration Certificate, requisition may be sent to the Regional Director along with the following documents:

1)   Application Form
2)   Self-attested copy of the Grade card and Provisional certificate.
3)   Fee of **Rs.500/-** in the form of demand draft drawn in favour of IGNOU payable at the city where Regional Centre is located.

4.15 Recognition of IGNOU Programmes

The degrees awarded by IGNOU are recognized by UGC.

IGNOU Degrees/Diplomas/Certificates are recognized by all member universities of the Association of Indian Universities (AIU) and are at par with Degrees/Diplomas/ Certificates of all Indian Universities/ Institutions.

4.16 KVS Employees

As per the agreement with Kendriya Vidyalaya Sangathan (KVS), One hundred students are entitled to get 50% fee concession in the programmes offered by the University during a year. All the KVS employees seeking admission may send their applications alongwith the requisite full programme fee directly to the Concerned Regional Centres without routing through IGNOU HQs. However the employees may follow the rules and procedures laid down by the KVS HQs, New Delhi, as regards to obtaining permission etc. The reimbursement in fees of 50% will be made only to such candidates duly recommended by the KVS HQs to SRD, IGNOU HQs. The reimbursement will be made by the concerned Regional Centre of IGNOU, on getting the communication only from Student Registration Division (SRD), IGNOU HQs.

4.17 Prevention of Malpractice/Notice for General Public

Students seeking admission to various academic programmes of Indira Gandhi National Open University are advised to directly contact IGNOU headquarters at New Delhi or Regional Centres of IGNOU only. Students interacting with intermediaries shall do so at their own risk and cost.

However, in case of any specific complaint regarding fraudulent institutions, fleecing students etc., please contact any of the following members of the Malpractices Prevention Committee:

1. Director, Research Unit (Tele: 2953 4336)
2. Director, SSC (Tele: 2953 5714)
3. Director, RSD (Tele: 2953 2118, 2957 2412)
4. Registrar, SED (Tele: 2953 5828, 2957 2204)
5. Registrar, SRD (Tele: 2953 2741, 29571302)
6. Registrar, MPDD (Tele: 2953 4521, 29572002)
7. Deputy Registrar, F&A (Tele: 2953 4934)
8. Registrar (SRD) (Tele: 2957 1302)

Alternatively complaints may be faxed on 29532312.

Email: registraroffice@ignou.ac.in

Website: http://www.ignou.ac.in

Note: Except the above mentioned complaints, no other queries will be entertained at the above phone numbers.

As per the directions of the Hon'ble Supreme Court of India ragging is prohibited. If any incident of ragging comes to the notice of the authority the concerned student shall be given liberty to explain and if his explanation is not found satisfactory, authority would expel him from the University.

IGNOU admissions are made strictly on the basis of merit. Only those learners who satisfy the eligibility criteria fixed by the university will be admitted. Learners will not be admitted if they are not eligible as per the eligibility criteria. Therefore, the candidates should not be misled by the false promises of admission made by any private individuals or institution.

4.18 Placement Services

In order to further extend learner support services to its geographically distributed student population who are pursuing various Degree, Diploma and Masters Programme, the university has established the Campus Placement Cell (CPC). The mission and endeavor of CPC is to enhance and facilitate the process of prospective suitable employment opportunities that are commensurate with the personal profiles of the learners. All students interested in seeking the assistance of CPC for procuring suitable job opportunities are requested to send their current resume/bio-data to campusplacement@ignou.ac.in. They are further advised to visit our home page www.ignou.ac.in for regular updates on placement related activities.

4.19 Equal Opportunity Cell

In order to implement the provisions of the UGC (Promotion of Equity in Higher Education Institutions) Regulations, 2012, IGNOU has setup an Equal Opportunity Cell with the objective of safeguarding the interests of all the students without any prejudice to their caste, creed, religion, language, ethnicity, gender, and disability so that equality is promoted among all the sections of students.

5.0 LIST OF MANAGEMENT FACULTY

	SCHOOL OF MANAGEMENT STUDIES		
	Director: Prof. K. Ravi Sankar		
1.	**Prof. G Subbayamma** M.A. (Eco.), Ph.D Corporate Management	2.	**Prof. Srilatha** M.A. (Psy.) Ph.D Human Resource Management
3.	**Prof. K. Ravi Sankar** MBA, Ph.D Financial Management	4.	**Prof. Anurag Saxena** M.Sc.(Stat.), Ph.D Operations Management
5.	**Prof. Neeti Agrawal** MBA, Ph.D., MA(DE) Corporate Management	6.	**Prof. Anjali C. Ramteke** B.Sc.(Tech.), MBA, Ph.D, PGDDE, ME Financial Management
7.	**Prof. Kamal Vagrecha** MBA, Ph.D Financial Management	8.	**Prof. Nayantara Padhi** MA(IRPM), Ph.D Human Resource Management
9.	**Prof. Rajeev Kumar Shukla** BTech, MBA, Ph.D Marketing Management	10.	**Mr. T. V. Vijay Kumar** Associate Professor B.Sc., MBA Marketing Management
11	**Dr. Leena Singh** Associate Professor M.A.(Eco.), Ph.D, MBA, PGDDE Corporate Management	12	**Dr. Chittipaka Venkataiah** Associate Professor BTech, MBA, Ph. D Operations Management
13.	**Sh. Saurabh Jain** Assistant Professor M.Com Marketing Management		

Programme Coordinators:

Master of Business Administration (MBA)
- Prof. Srilatha and Prof. Nayantara Padhi

6.0 GUIDELINES FOR SUBMISSION OF ASSIGNMENTS AND APPEARING IN TERM-END EXAMINATIONS

6.1 ASSIGNMENTS

Assignments are part of the continuous evaluation of the student. The submission of assignments is compulsory. The grade that you get in your assignments will be counted in your final result. Assignments of a course carry 30% weightage while 70% weightage is given to the term-end examinations. Therefore, you are advised to take your assignments seriously. You can not appear for the term-end examination for any course if you do not submit your assignment. Assignments are uploaded on the university website in the month of January. The validity of the assignments is one year which implies that these assignments are to be attempted by the students who have taken admission in January and July cycles.

The main purpose of assignments is to test your comprehension of the learning materials you receive from us and also to help you get through the courses. The information given in the printed course materials should be sufficient for answering the assignments. Please do not worry about the non-availability of extra reading materials for working on the assignments. However, if you have easy access to other books, you may make use of them.

The assignment responses should be complete in all respects. For the tutor marked assignments, you have to submit your response sheets to the Coordinator of the Learner Support Centre assigned to you. After evaluation these tutor marked assignments will be sent back to you with comments and grade.

The University/Co-ordinator of the Learner Support Centre has the right not to entertain or even reject the assignments submitted after the due date. You are, therefore, advised to submit the assignments before the due date.

Do not forget to get back from your Learner Support Centre you duly evaluated assignments alongwith a copy of the assessment sheet containing comments of the evaluator on your performance. This may help you to improve future assignments and in preparing for term-end examination.

For your own record retain a copy of all assignment responses which you submit. If you do not get back your duly evaluated tutor marked assignments alongwith copy of assessment sheet containing comments of evaluator on your assignment within a month after submission, please try to get it personally form your Learner Support Centre. This may help you to improve upon future assignments. Also maintain an account of all these corrected assignment responses received by you after evaluation. This will help you to represent your case to the University in case any problem arises.

If you do not get pass grade in any assignment, you have to submit it again. For this, you have to ask for/obtain a fresh set of assignments for that course, applicable to that particular semester. However, once you get the pass grade in an assignment, you cannot re-submit if for improvement of grade. Assignments are not subject to re-evaluation except for factual errors, if any, committed by the evaluator. The discrepancy noticed by you in the evaluated assignments should be brought to the notice of the coordinator of the Learner Support Centre, so that the correct score is forwarded by him to the Student Registration & Evaluation Division at Headquarters.

In case you find that the score indicated in the assessment sheet of your assignments has not been correctly reflected or is not entered in your grade cards; you are advised to contact the coordinator of your Learner Support Centre with a request to forward correct award list to the Student Evaluation Division (SED) at the Headquarters.

INSTRUCTIONS FOR ASSIGNMENTS

1. Write your Enrolment Number, Name, full address, signature and date on the top right hand corner of the first page of your response sheet.
2. Write the programme title, course code, course title, assignment code and name of your learner support centre on the left hand corner of the first page of your response sheet.

Course code and Assignment code may be reproduced from the assignment.

The top of the first page of your response sheet should look like this:

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┌─────────────────────────────────────────────────────────────────────────┐
│                    ENROLMENT NO .................................................................│
│                                                                           │
│                    NAME ............................................................................│
│                                                                           │
│                    ADDRESS ......................................................................│
│                                                                           │
│                    SIGNATURE ...................................................................│
│                                                                           │
│                    DATE............................................................................│
│                                                                           │
│                                                                           │
│  PROGRAMME TITLE ....................................                      │
│                                                                           │
│  COURSE  CODE ...........................                                  │
│                                                                           │
│  COURSE  TITLE ...........................                                 │
│                                                                           │
│  ASSIGNMENT  CODE.................................                         │
│                                                                           │
│  (as printed on assignments)                                              │
│                                                                           │
│                                                                           │
│  LEARNER SUPPORT CENTRE ...............................                    │
└─────────────────────────────────────────────────────────────────────────┘
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1)   Read the assignments carefully and follow the specific instructions, if any, given on the assignment itself about the subject matter or its presentation.

2)   Go through the Units on which assignments are based. Make some points regarding the question and then rearrange those points in a logical order and draw up a rough outline of your answer. Make sure that the answer is logical and coherent, and has clear connections between sentences and paragraphs. The answer should be relevant to the question given in the assignment. Make sure that you have attempted all the main points of the question. Once you are satisfied with your answer, write down the final version neatly and underline the points you wish to emphasize. While solving numerical, use proper format and give working notes wherever necessary.

3)   Use only A4 size paper for your response and tie all the pages carefully. Avoid using very thin paper. Allow a 4 cm margin on the left and at least 4 lines in between the answers. This may facilitate the evaluator to write useful comments in the margin at appropriate places.

4)   Write the responses in your own hand. Do not print or type the answers. Do not copy your answers from the Units/Blocks sent to you by the University. If you copy, you will get zero marks for the respective question.

5)   Do not copy from the response sheets of other students. If copying is noticed, the assignments of such students will be rejected.

6)   Write each assignment separately. All the assignments should not be written in continuity. Write the question number with each answer.

7)   The completed assignment should be sent to the Coordinator of the Learner Support Centre allotted to you. Under any circumstances do not send the tutor marked response sheets to the SED at Headquarters for evaluation.

8)   After submitting the assignments at the Learner Support Centre get the acknowledgment from the coordinator on the prescribed assignment remittance-cum-acknowledgement card.

9)   In case you have requested for a change of Learner Support centre, you should submit your assignments only to the original Learner Support Centre until the change of Learner Support Centre is notified by the University.

10)   The assignments can be obtained from the Learner Support Centre/Regional Centre or may be downloaded from IGNOU Website www.ignou.ac.in.

11)   There is no provision for re-evaluation of assignments as per rules.

12)   The validity of assignments is for two semesters.

7.0 COURSE OUTLINES

MMPC-001: MANAGEMENT FUNCTIONS AND ORGANISATIONAL PROCESSES

Block-I: Introduction to Management

Unit - 1:   Management: An Overview
Unit - 2:   Management and its Evolution
Unit - 3:   Roles of Managers

Block-II: Managerial Processes -I

Unit -4:   Planning
Unit- 5:   Organizing
Unit-6:   Staffing and Directing

Block-III: Managerial Processes -II

Unit-7:   Controlling
Unit-8:   Leading and Motivating
Unit-9:   Decision Making

Block-IV: Organisational Processes

Unit-10:   Organisation Structure & Design
Unit-11:   Organisation Communication Processes
Unit-12:   Organisation Cultures
Unit-13:   Managing Change
Unit-14:   Ethics and Corporate Social Responsibility

MMPC-002: HUMAN RESOURCES MANAGEMENT

Block-I: Introduction to Human Resource Management

Unit-1: Concept and Evolution of HRM
Unit-2: Functions of HRM
Unit-3: Environment and HRM

Block-II: Sourcing of Human Resources

Unit-4: Human Resource Planning
Unit-5: Job Analysis, Design and Evaluation
Unit-6: Recruitment and Selection
Unit -7: Socialisation and Mobility

Block-III: Performance and Compensation Management

Unit-8: Performance Management
Unit-9: Career Development
Unit-10: Training and Development
Unit-11: Compensation and Rewards Management

Block-IV: Employer –Employee Relations

Unit-12: Employee Engagement Processes
Unit-13: Grievance Handling and Discipline Procedures
Unit-14: Unions and Associations

MMPC-003: BUSINESS ENVIRONMENT

Block -I: Introduction to Business Environment

Unit 1: Introduction to Business and Environment
Unit 2: Economic Growth and Development
Unit 3: Socio-cultural and politico Legal Environment
Unit 4: Business Ethics and CSR

Block -II: Overview of Indian Economy

Unit 5: Indian Financial System
Unit 6: Industrial Policy Framework
Unit 7: Agribusiness Environment

Block -III: Structural Reforms

Unit 8: New Economic Policy
Unit 9: Financial Sector and Fiscal Sector Reforms

Block -IV: International Business Environment

Unit 10: International Financial System
Unit I 1: BOP
Unit 12: Foreign Trade
Unit 13: Sources of Global Financing
Unit 14: Technological Environment

MMPC-004: ACCOUNTING FOR MANAGERS

Block-I: Accounting: An Overview

Unit-1: Introduction to Accounting
Unit-2: Preparation of Books of Accounts
Unit-3: Financial Statements
Unit-4: Preparation of Final Accounts of Companies
Unit 5: Cash Flow Statement

Block-II: Cost Accounting

Unit-6: Understanding and Classifying Costs
Unit-7: Absorption and Marginal Costing
Unit-8: Activity based costing

Block-III: Application of Cost Accounting

Unit-9: Cost-Volume-Profit Analysis
Unit-10: Budgeting and Budgetary Control
Unit-11: Variance Analysis

Block-IV: Financial Statement Analysis

Unit-12: Understanding Annual Reports
Unit-13: Comparative, Common Size and Trend Statements
Unit-14: Ratio Analysis

Block-V: Emerging Issues in Accounting

Unit-15: Human Resource Accounting
Unit-16: Forensic Accounting

MMPC-005: QUANTITATIVE ANALYSIS FOR MANAGERIAL APPLICATIONS

Block-I: Data Collection & Analysis

Unit-1: Quantitative Decision Making - An Overview
Unit-2: Collection of Data
Unit-3: Presentation of Data
Unit-4: Measures of Central Tendency
Unit-5: Measures of Variation and Skewness

Block-II: Probability & Probability Distribution

Unit-6: Basic Concepts of Probability
Unit-7: Discrete Probability Distributions
Unit-8: Continuous Probability Distributions
Unit-9: Decision Theory

Block-III: Sampling & Sampling Distributions

Unit-10: Sampling Methods
Unit-11: Sampling Distributions
Unit-12: Testing of Hypotheses
Unit-13: Chi-Square Tests

Block-IV: Forecasting Methods

Unit-14 Business Forecasting
Unit-15: Correlation & Regression
Unit-16: Time Series Analysis

MMPC-006: MARKETING MANAGEMENT

Block-I: Introduction to Marketing and Markets

Unit-1: Marketing: An Overview
Unit-2: Marketing Environment Analysis
Unit-3: Market Segmentation, Targeting and Positioning
Unit-4: Consumer Behaviour

Block-II: Product and Pricing Decisions

Unit-5: Product Decisions
Unit-6: Branding Act packaging Decisions
Unit-7: Product Life Cycle (PLC) and New Product Development (NPD)
Unit-8: Pricing Decisions

Block-III: Distribution and Promotion Decisions

Unit-9: Integrated Marketing Communication
Unit-10: Advertising and Sales Promotion
Unit-11: personal Selling and Managing Sales Personnel
Unit-12: Distribution Management

Block-IV: Sectoral Applications and Emerging Issues

Unit-13: Marketing of Services
Unit-14: Digital Marketing
Unit-15: Other Emerging Issues in Marketing

MMPC-007: BUSINESS COMMUNICATION

Block-I: Introduction to Communication

Unit-1: Basic of Communication
Unit-2: Process of Communication
Unit-3: Types of Communication
Unit-4: Forms of Communication at Workplace

Block-II: Oral Communication at Work

Unit-5: Listening and Reading Skills
Unit-6: Interpersonal Communication
Unit-7: Communication in Meetings
Unit-8: Presentation Skills

Block-III: Written communication at Work

Unit-9: Basics of Written Business Communication
Unit-10: Short Business Correspondences
Unit-11: Long Business Correspondence

Block-IV: Communication in Organisation

Unit-12: Communication for Employment
Unit-13: Technology and Communication
Unit-14: Cross Cultural Communication
Unit-15: Ethics in Communication

MMPC-008: INFORMATION SYSTEMS FOR MANAGERS

Block-I: Information Technology for Managers

Unit-1: Information Technology: An Overview
Unit-2 : Computers and Smart Devices
Unit-3 : Computer Software
Unit-4: Networking Technologies

Block-II: Information Systems

Unit-5: MIS and Control Systems
Unit-6: Information Systems Economics and Security
Unit-7: Transaction Processing Systems, DSS and EIS
Unit-8: Integrated Applications

Block-III: Analysis and Computer Languages

Unit-9: Building Information Systems
Unit-10: System Analysis and Design
Unit-11: Computer Programming and Languages

Block-IV: Support Systems for Management Decisions

Unit-12: Database Resource Management
Unit-13: Data Warehousing and Data Mining
Unit-14: Artificial Intelligence and Decision Support Systems
Unit-15: Emerging Trends in IT

MMPC-009: MANAGEMENT OF MACHINES AND MATERIALS

Block-I: Operations Management: Facility Planning

Unit-1: Operations Management: An Overview
Unit-2: Product Selection and Process selection
Unit-3: Facilities Planning
Unit-4: Facilities layout and Material Handling

Block-II: Operation Planning & Control

Unit-5: Planning and Control for Mass Production
Unit-6: Planning and Control for Batch Production
Unit-7: Planning and Control for Job Shop Production
Unit-8: Planning and Control of Projects

Block-III: Planning Design & Value Engineering

Unit-9: Capacity Planning
Unit-10: Work Design and Job Design
Unit-11: Value Engineering and Quality Assurance

Block-IV: Materials Management

Unit-12: Purchase system & Procedure and Inventory Management
Unit-13: Standardization, Codification and Variety Reduction
Unit-14: Waste Management

MMPC-010: MANAGERIAL ECONOMICS

Block-I Introduction to Managerial Economics

Unit 1: Scope of Managerial Economics
Unit 2: The Firm: Stakeholders, Objectives and Decisions Issues
Unit 3: Basic Concepts and Techniques

Block-II Demand and Revenue Analysis

Unit 4: Demand Concepts and Analysis
Unit 5: Demand Elasticity
Unit 6: Demand Estimation and Forecasting

Block-III Production and Cost Analysis

Unit 7: Production Function
Unit 8: Short Run Cost Analysis
Unit 9: Long Run Cost Analysis

Block-IV Pricing Decisions

Unit 10: Market Structure and Barriers to Entry
Unit 11: Pricing Under Competition and Pure Monopoly
Unit 12: Pricing Under Monopolistic and Oligopolistic Competition
Unit 13: Pricing Strategies

MMPC-011: SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

Block-I: Introduction to Organisational Behaviour

Unit-1: Concept of Organisational Behaviour
Unit-2: Approaches to Organisational Behaviour
Unit-3: Evolution of Organisational Behaviour

Block – II: Intrapersonal Processes

Unit-4: Personality, Values and Attitudes
Unit-5: Learning and Behavioural Modification
Unit-6: Perception and Attribution
Unit-7: Motivation

Block – III: Interpersonal and Group Processes

Unit-8: Group Dynamics and Team Building
Unit-9: Conflict and Negotiation Strategies
Unit-10: Job Stress

Block – IV: Emerging Trends

Unit-11: Employee Empowerment
Unit-12: Organisational Citizenship Behaviour
Unit-13: Organisational Inclusiveness
Unit-14: Diversity Management
Unit-15: Positive Approaches to Work Behaviour

MMPC-012: STRATEGIC MANAGEMENT

Block-I: Introduction to Strategic Management

Unit-1: Concept of Strategy
Unit-2: Strategic Framework
Unit-3: Strategy in Global Context

Block-II: Environmental Analysis

Unit-4: External Environmental Analysis
Unit-5: Competitive Analysis
Unit-6: Internal Environmental Analysis

Block-III: Formulation of Strategy

Unit-7: Business Level Strategy
Unit-8: Competitive Strategy
Unit-9: Corporate Level Strategy

Block – IV: Strategy Implementation and Control

Unit-10: Implementation – Behavioural Dimensions
Unit-11: Corporate Governance
Unit-12: Control
Unit-13: Evaluation

MMPC-013: BUSINESS LAW

Block-I: Overview of Business Law

Unit-1: Introduction to Business Law
Unit-2: Principles and Concepts

Block-II: Business Forms and Regulations

Unit-3: Companies Act
Unit-4: Partnership Act

Block-III: Business Contracts

Unit-5: General Principles of Contracts
Unit-6: International Contracts of Sale

Block-IV: Regulations on Financing and Investments of Business

Unit-7: Banking and other allied Regulations
Unit-8: Foreign Exchange Management and related regulations
Unit-9: Insolvency and Bankruptcy

Block-V: Intellectual Property and Data Management

Unit-10: Intellectual Property Rights
Unit-11: Data Protection and Privacy

Block-VI: Sustainability and Business

Unit-12: Environment Protection and Sustainability
Unit-13: Competition Law
Unit-14: Consumer Protection

MMPC-014: FINANCIAL MANAGEMENT

Block-I: Financial Management: An Overview

Unit-1: Financial Management: An Introduction
Unit-2: Time Value of Money
Unit-3: Risk & Return
Unit-4: Valuation of Securities

Block-II: Cost of Capital and Investment Decisions

Unit-5: Cost of Capital
Unit-6: Capital Budgeting
Unit-7: Working Capital

Block-III: Financing Decisions

Unit-8: Financial Markets
Unit-9: Sources of Finance
Unit-10: Capital Structure
Unit-11: Leverage Analysis

Block-IV: Dividend Decisions

Unit-12: Theories of Dividends
Unit-13: Dividend Policies

Block-V: Emerging Issues of Finance

Unit-14: Behavioural Finance
Unit-15: Financial Restructuring

MMPC-015: RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS

Block- I: Introduction to Research Methodology

Unit-1: Research Methodology: An Overview
Unit-2: Steps for Research Process
Unit-3: Research Designs

Block- II: Data Collection and Measurement

Unit-4: Methods and Techniques of Data Collection
Unit-5: Attitude Measurement and Scales
Unit-6: Questionnaire Designing
Unit-7: Sampling and Sampling Designs

Block- III: Data Presentation and Analysis

Unit-8: Data Processing
Unit-9: Statistical Analysis and Interpretation of Data: Nonparametric Tests
Unit-10: Multivariate Analysis of Data

Block- IV: Report Writing and Presentation

Unit-11: Ethics in Research
Unit-12: Substance of Reports
Unit-13: Formats of Reports
Unit-14: Presentation of a Report

MMPC-016: INTERNATIONAL BUSINESS MANAGEMENT

Block-I: Introduction to International Business

Unit-l: Dynamics of International Business
Unit-2:   Globalization and evolving paradigm
Unit-3:   International Business Environment: An Overview

Block-II: International Trade

Unit-4:   Trade theories
Unit-5:   WTO Agreement
Unit-6:   Regional Trade Blocks

Block-III: Strategies of International Business

Unit-7:   International Entry Strategies
Unit-8:   Organizational Structures
Unit-9:   Strategic Alliances

Block-IV: International Business Functions

Unit-10: International Marketing
Unit-11: International Finance
Unit-12: International operations and logistics management
Unit-13: International HRM

MMPC-017: ADVANCED STRATEGIC MANAGEMENT

Block-I: Introduction to Corporate Management

Unit-l: Corporate Management: An Overview
Unit-2: Corporate Policy

Block-II: Corporate Level Growth Strategy

Unit-3: Intensive Growth Strategies
Unit-4: Integration and Diversification Growth Strategies
Unit-5: Strategic Alliances

Block-III: International Strategy

Unit-6: Internationalization Process
Unit-7: Evaluation of Market Risk Assessment
Unit-8: Entry into the International Markets

Block-IV: Strategic Enablers

Unit-9: IT and Strategy
Unit-l 0: Technology and R&D
Unit-11: Knowledge Management
Unit-12: Innovation

MMPC-020: BUSINESS ETHICS AND CSR

Block –I: Ethics and Business

Unit-1:   Business Ethics: An Overview
Unit-2:   Concepts and Theories of Business Ethics
Unit-3:   Ethical Dilemmas
Unit-4:   Ethics in Business

Block –II: Evolution and Concept of CSR

Unit-5:   CSR: An Overview
Unit-6:   Business Strategy in CSR
Unit-7:   CSR in Global Context
Unit-8:   Business Ethics and CSR: Linkages

Block –III: Corporate Social Responsibility in India

Unit-9:   CSR in Indian Context
Unit-10: CSR Legislation and Policy Guidelines
Unit-11: CSR in PSUs

Block –IV: CSR Implementation and Sustainability

Unit-12: CSR Reporting Process & Auditing
Unit-13: Roles and Responsibilities of CSR Department
Unit-14: CSR and Sustainable Development

MMPH-001: ORGANISATIONAL THEORY AND DESIGN

Block-I: Understanding Organisations

Unit-1: Approaches to Understanding Organisations
Unit-2: Theoretical Frameworks
Unit-3: Organisational Effectiveness

Block-II: Basics of Organisational Structure

Unit-4: Fundamentals of Organisational Structure
Unit-5: Factors Affecting Organisational Structures

Block-III: Organisational Design

Unit-6: Typology of Organisational Designs
Unit-7: Contemporary Organisational Designs

Block-IV: Job Design

Unit-8: Approaches to Job Design
Unit-9: Emerging Trends at Work

Block-V: Internal Dynamics

Unit-10: Role of Organisational Culture in Design
Unit-11: Organisational Conflict

MMPH-002: HUMAN RESOURCE DEVELOPMENT

Block-I: Introduction to HRD
Unit-1: Human Resource Development: An Overview
Unit-2: HRD Systems
Unit-3: HRD: Processes and Methods

Block-II: Managing HRD

Unit-4: HRD for Employees
Unit-5: Role of HR Managers
Unit-6: Competency Mapping
Unit-7: Analysis of performance and career planning

Block-III: HRD in Practice

Unit-8: HRD Culture and Climate
Unit-9: Counseling, Coaching and Mentoring
Unit-10: HRD in Industrial Relations

Block-IV: Experiences and Trends in HRD

Unit-11: Emerging Trends and Perspectives
Unit-12: HRD Experiences

MMPH-004: INDUSTRIAL AND EMPLOYMENT RELATIONS

Block- I: Industrial and Employment Relations: An Overview

Unit-1: Concept and Approaches
Unit-2: Evolution
Unit-3: Constitution, ILO and Legal Framework
Unit-4: Labour Administration in India
Unit-5: Global trends

Block-II: Trade Unionism

Unit-6: Development and Functions of Trade Unions
Unit-7: Trade Union Structure, Leadership and Recognition
Unit-8: Managerial Unionism
Unit-9: Employment Relations in Non Union Firms

Block-III: Collective Bargaining

Unit-10: Collective bargaining
Unit-11: Bargaining structure, process, and agreements
Unit-12: Negotiation

Block-IV: Grievance, Discipline and Conflict Resolution

Unit-13: Grievance Handling
Unit-14: Discipline in Organisations
Unit-15: Industrial Conflict

MMPH-005: ORGANISATIONAL DEVELOPMENT AND CHANGE

Block- I: Understanding Change

Unit-1: Concept of Managing Change
Unit-2: Types of Change
Unit-3: Factors Critical to Change
Unit-4: Organisational Culture and Change

Block-II: Organisational Development

Unit-5: Organisational Development: An Overview
Unit-6: Organisational Development Interventions
Unit-7: Organisational analysis

Block-III: Forms of Organisational Change

Unit-8: Mergers and Acquisitions
Unit-9: Turn Around Management
Unit-10: Process Based Change
Unit-11: Group Based Approaches to Change
Unit-12: Evaluation of Organisational Change

Block-IV: Role of Change Agent

Unit-13: Roles and Skills in Managing Change
Unit-14: Managing Resistance to Change

MMPH-006: ORGANIATIONAL DYNAMICS

Block- I: **Organisational Dynamics: An Overview**

Unit-1:   Understanding Organisational Dynamics
Unit-2:   Group Dynamics
Unit-3:   Dynamics of Communication
Unit-4:   Organisational Politics

Block-II: Role Dynamics

Unit-5: The Concept and Systems of Roles
Unit-6: Changing Patterns of Roles in Work life

Block-III: Power Dynamics

Unit-7:   Bases of Power
Unit-8:   Politics of Power
Unit-9:   Role of Leaders

Block-IV: Inter-Organisational Dynamics

Unit-10: Cross Cultural Dynamics
Unit-11: Managing Alliances and Coalition

MMPH-007: COMPENSATION AND REWARDS MANAGEMENT

Block-I: **Compensation and Rewards: An Overview**

Unit-1: Compensation and rewards management
Unit-2: Frameworks of compensation policy and reward system
Unit-3: Economic and behavioural issues
Unit-4: International trends

Block-II: **Legal Frameworks of Compensation and Rewards**

Unit-5: Legal framework
Unit-6: Job evaluations and Internal Equity

Block-III: **Compensation Management**

Unit-7: Pay structure
Unit-8: External equity and pay surveys
Unit-9: Institutional mechanisms for compensation

Block-IV: **Rewards Management**

Unit-10: Reward systems
Unit-11: Incentive schemes
Unit-12: Allowances, Perquisites and benefits

MMPH-009: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Block-I: International Human Resource Management: An Overview

Unit-1: Introduction to International HRM
Unit-2: The Organisational Context of International HRM
Unit-3: Cross Cultural Diversity
Unit-4: Strategic Human Resource Management in International Context

Block-II: HRM Practices in International Context

Unit-5: Staffing for International Assignments
Unit-6: Training and Development in International Context
Unit-7: International Performance Management
Unit-8: International Compensation Management
Unit-9: Internal Career Management

Block-III: Behavioural Dynamics of IHRM

Unit-10: Leadership and Motivation in a Global Context
Unit-11: High Performance Work Systems

Block-IV: Issues and Challenges

Unit-12: International Employee Relations
Unit-13: IHRM Trends and Challenges

MMPF-001: WORKING CAPITAL MANAGEMENT

Block-I: Concepts and Determination

Unit-1: Conceptual Framework
Unit-2: Operating Environment of Working Capital
Unit-3: Determination of Working Capital

Block-II: Management of Current Assets

Unit-4: Management of Receivables
Unit-5: Management of Cash
Unit-6: Management of Marketable Securities
Unit-7: Management of Inventory

Block-III: Financing of Working Capital

Unit-8: Theories and Approaches
Unit-9: Payables Management
Unit-10: Bank Credit – Principles and Practices
Unit-11: Other Sources of Short Term Finance

Block-IV: Working Capital Management Issues and Practices

Unit-12: Working Capital Management in SMEs
Unit-13: Working Capital Management in Large Companies
Unit-14: Working Capital Management in MNCs
Unit-15: Case Studies

MMPF-002: CAPITAL INVESTMENT AND FINANCING DECISIONS

Block-I: Financial Decisions: An Overview

Unit-1: Nature of Long Term Financial Decisions
Unit-2: Cost of Capital
Unit-3: Capital Structure - Strategic Decisions

Block-II: Investment Decisions Under Certainty

Unit-4: Project Planning and Formulation
Unit-5: Investment Appraisal - Evaluation Criteria
Unit-6: Project Implementation and Control
Unit-7: Social Cost-benefit Analysis

Block-III: Investment Decisions Under Uncertainty

Unit-8: Investment Decisions - Risk & Uncertainty - I
Unit-9: Investment Decisions - Risk & Uncertainty - II

Block-IV: Long Term Financing Decisions

Unit-10: Financing through Domestic Capital Markets
Unit-11: Financing through Global Capital Markets
Unit-12: Other Modes of Financing

Block-V: Strategic Financial Decisions

Unit-13: Capital Restructuring
Unit-14: Financial Engineering
Unit-15: Investor Relations

MMPF-003: MANAGEMENT CONTROL SYSTEMS

Block-I: Management Control: Concepts and Contexts

Unit-1: Management Control Systems: An Introduction
Unit-2: Strategies and Management Control
Unit-3: Designing Management Control Systems

Block-II: Management Control Structure

Unit-4: Responsibility Centre
Unit-5: Cost Centre
Unit-6: Investment Centres
Unit-7: Transfer Pricing
Unit-8: Transfer Pricing

Block-III: Investment Decisions Under Uncertainty

Unit-9: Budgeting and Reporting
Unit-10: Performance Measurement
Unit-11: Reward and Compensation
Unit-12: Techniques of Management and Management Control

Block-IV: Long Term Financing Decisions

Unit-13: Services Organisations
Unit-14: Multinational and Export Organization
Unit-15: Management Control of Projects
Unit-16: Other Organizations

MMPF-006: MANAGEMENT OF FINANCIAL SERVICES

Block-I: Indian Financial System

Unit-1: Financial Systems and Markets: An Overview
Unit-2: Introduction to Financial Services
Unit-3: Regulatory Framework

Block-II: Fee Based Services

Unit-4: Merchant Banking
Unit-5: Broking and Trading
Unit-6: Credit Rating
Unit-7: Mutual Funds
Unit-8: Depository Services
Unit-9: Corporate Advisory Services

Block-III: Fund Based Services

Unit-10: Leasing and Hire Purchase
Unit-11: Housing Finance
Unit-12: Venture Capital
Unit-13: Factoring, Forfaiting, Bill Discounting and Asset Securitization
Unit-14: Other Services

Block-IV: Emerging Issues in Financial Services

Unit-15: Management of Risk in Financial Services
Unit-16: Technology and Financial Services
Unit-17: Portfolio Management Services

MMPF-011: MANAGEMENT OF INSURANCE SERVICES

Block-I: Indian Insurance Sector: An Overview

Unit-1: Introduction to Insurance
Unit-2: Organisation Structure of Insurance Sector
Unit-3: Legal and Regulatory Environment

Block-II: Life Insurance

Unit-4: Life Insurance Policies
Unit-5: Group Insurance
Unit-6: Micro Insurance

Block-III: General Insurance

Unit-7: Health Insurance
Unit-8: Motor Insurance
Unit-9: Property Insurance
Unit-10: Agriculture Insurance
Unit-11: Other Types of Insurances

Block-IV: Managerial Issues of Insurance Sector

Unit-12: Corporate Governance for Insurance Sector
Unit-13: CSR in Insurance Sector
Unit-14: Solvency and Asset Liability Management
Unit-15: Financial Schemes of Government of India

MMPM-001: CONSUMER BEHAVIOUR

Block- I: Consumer Behaviour – Issues And Concepts

Unit-1: Consumer Behaviour- Nature, Scope, Models and Applications
Unit-2: Consumer Behaviour and Life-Style Marketing
Unit-3: Organisational Buying Behaviour

Block-II: Individual Influences On Buying Behaviour

Unit-4: Perception
Unit-5: Learning and Memory
Unit-6: Attitude and Attitude Change
Unit-7: Personality and Self-Concept
Unit-8: Consumer Motivation and Involvement

Block-III: Group Influences On Consumer Behaviour

Unit-9:   Reference Group Influence and Group Dynamics
Unit-10: Family Buying Influence, Family Life-Cycle and Buying Roles
Unit-11: Cultural and Sub-Cultural Influences

Block-IV: The Buying Process

Unit-12: Problem Recognition and Information Search Behaviour
Unit-13: Information Processing
Unit-14: Alternative Evaluation
Unit-15: Purchase Process and Post-Purchase Behaviour

MMPM-002: SALES MANAGEMENT

Block-I: Introduction to Sales Management

Unit-1: Sale Management: Role, Nature and Ethics
Unit-2: Diversity of Selling Situations
Unit-3: Theories of Selling and Selling Process

Block-II: Selling Skills

Unit-4: Communication Skills
Unit-5: Negotiation Skills
Unit-6: Merchandising and Managing Sales Displays

Block-III: Managing the Sales Force

Unit-7: Recruitment, Selection and Training of the Sales Force
Unit-8: Compensation Management
Unit-9: Sales Leadership: Motivation, Coaching and Counselling
Unit-10: Evaluation of Sales Force and Monitoring

Block-IV: Sales Planning and Control

Unit-11: Sales Planning, Forecasting and Budgeting
Unit-12: Territory Management and Sales Quotas
Unit-13: Sales Organization
Unit-14: Sales Control, Analysis and Sales Audit

MMPM-003: PRODUCT AND BRAND MANAGEMENT

Block-I: Introduction to Product Management

Unit-1: Basic Concepts of Product and Product Planning
Unit-2: Product Life Cycle
Unit-3: Product Line Decisions
Unit-4: Product Portfolio

Block-II: New Product Development And Implementation

Unit-5: Organizing for New Product Development
Unit-6: Generation, Screening and Development of new Product Ideas
Unit-7: Concept Development Testing and Physical Development of the Product
Unit-8: New Product Launch

Block-III: Brand Management

Unit-9:   Branding Concepts and Evolution
Unit-10: Brand Equity
Unit-11: Brand Building Blocks: Identity, Image and Positioning
Unit-12: Brand Architecture and Brand Extension

Block-IV: Managing Brand Equity

Unit-13: Enhancing Brand Equity
Unit-14: Managing Brands over time and Geographies
Unit-15: Measuring Brand Equity

MMPM-005: MARKETING OF SERVICES

Block- I: Marketing Of Services – An Overview

Unit-1: Marketing of Services: An Introduction
Unit-2: Conceptual Framework for Services Marketing
Unit-3: Consumer Behaviour in Services

Block-II: Services Marketing Mix

Unit-4: Product Decisions
Unit-5: Pricing Decisions
Unit-6: Place Decisions
Unit-7: Promotion Decisions

Block-III: Extended Marketing Mix for Services

Unit-8: Managing People
Unit-9: Managing Physical Evidence
Unit-10: Managing Service Process

Block-IV: Strategic Issues

Unit-11: Managing Service Quality
Unit-12: International Trade in Services
Unit-13: Managing Demand/Capacity
Unit-14: Emerging Issues

MMPO-001: OPERATIONS RESEARCH

Block- I: Introduction to Operations Research

Unit-1: Operations Research – An Overview
Unit-2: Linear Programming : Formulation and Graphical Method

Block- II: Linear Programming Problems and its Variants-I

Unit-3: Linear Programming – Simplex Method
Unit-4: Transportation Problems
Unit-5: Assignment Problems
Unit-6: Application of Excel Solver

Block- III: Linear Programming Problems and its Variants-II

Unit-7: Goal Programming
Unit-8: Integer Programming
Unit-9: Dynamic Programming
Unit-10: Introduction to Non – Linear Programming

Block- IV: Resource Allocation Models

Unit-11: Introduction to Game Theory and its applications
Unit-12: Monte Carlo Simulation
Unit-13: Queuing Models

MMPO-002: PROJECT MANAGEMENT

Block- I: Project Initiation

Unit-1: Introduction to Project Management
Unit-2: Project Feasibility
Unit-3: Project Chartering

Block- II: Project Planning

Unit-4: Project Scope Management
Unit-5: Project Network Analysis
Unit-6: Project Scheduling
Unit-7: Project Crashing
Unit-8: Earned Value Analysis

Block- III: Project Monitoring and Control

Unit-9:   Project Management Information System
Unit-10: Project Monitoring and Control
Unit-11: Project Risk Management
Unit-12: Agile Project Management

Block- IV: Project Closure

Unit-13: Project Contracts and Partnering
Unit-14: Project Audit and Closure

MMPO-005: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Block-I: Logistics and SCM: An Overview

Unit-1: Logistics and SCM- An Introduction
Unit-2: Customer Focus in SCM

Block-II: Strategic Supply Chain Management

Unit-3: Models of SCM Integration
Unit-4: Strategic Supply Chain Management

Block-III: IT Enabled SCM

Unit-5: Information Technology: A Key Enabler of SCM
Unit-6: E-Supply Chain Management

Block-IV: Cost and Performance Measurement in SCM

Unit-7: Cost Analysis and Measurement
Unit-8: Best Practices and Benchmarking for SCM
Unit-9: Performance Measurement and Evaluation of SCM

Block-V: Distribution Network Planning

Unit-10: Transportation Mix
Unit-11: Facility Location

Block-VI: Emerging Trends

Unit-12: SCM in Non-Manufacturing Sector
Unit-13: Design for Sustainable Supply Chain
Unit-14: Future Trends and Issues

MMPO-006: MATERIALS MANAGEMENT

Block-I: Materials Management: An Overview

Unit-1: Introduction to Materials Management
Unit-2: Strategic Role of Materials Management

Block-II: Sourcing of Materials

Unit-3: Designing Supplier Network
Unit-4: Dynamics of Buyers-Sellers Relationship

Block-III: Materials Planning and Control

Unit-5: Materials Planning and Budgeting
Unit-6: Pull Vs Push System

Block-IV: Inventory Policies and Systems

Unit-7: Process Inventory
Unit-8: Spare Parts Management

Block-V: Warehouse Management

Unit-9: Codification and Standardisation of the Materials
Unit-10: Location and Layout of Warehouse
Unit-11: Warehouse Management System

Block-VI: Organization and Appraisal of Materials Management

Unit-12: Materials Management and its Organisation
Unit-13: Performance Evaluation and Appraisal

MMPP-001: PROJECT COURSE

The Project Course is one of the important courses of MBA programme. This course is of 8 credits (equivalent to two courses). However, for registration purposes the Project Course (MMPP-001) is treated as one course. For this course no additional study material is provided.

The basic purpose of this course is to help the learners develop ability to apply multi-disciplinary concepts, tools and techniques to analyse and logically approach the organisational problems. The course also exposes the students to industrial situations and exposes them to organisational environment. The Project study should be on a topic preferably from your area of specialisation in MBA.

The Process:

In order to proceed with your project course the approval of the synopsis is necessary. Only on the approval of the synopsis the project work could actually be taken up. The process involved in the evaluation and final approval of the synopsis is explained below:

1)   Selection of topic by the student:

The learner can select any topic of her/his choice, preferably in their area of specialisation. The title should be definitive communicating key information about the thesis. It should convey the subject matter being covered in the project. The Project work can be either –

i)   A comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations), or
ii)   An inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management practices, or
iii)   A field study (empirical study).

2)   Selection of Guide

Once you are clear about the field in which the work is to be taken up, then contact a person who has experience in that area and is interested in guiding, provided s/he fulfils the specified eligibility criteria.

3)   Preparation of Synopsis

After selection of the guide and finalising the topic, the Project Proposal (Synopsis) should be prepared in consultation with the guide. The proposal of the proposed project should essentially have the following:

(i)   **Introduction**: a brief background about the subject chosen for study.

(ii)   **Rationale**: why a particular topic has been chosen for the project work.

(iii)   **Objectives**: This is the most important aspect of any project. It should mention clearly and precisely the things which you hope will be able to know/achieve at the end of the study. These may be clearly stated in behavioural terms. Objectives need to be expressed in a neutral manner, without any implicit assumptions about the findings of the research.

(iv)   Research Methodology:

- Research Design
- Nature and source of data/information to be collected.
- Sample and sampling technique. Rationale of chosen organisation and the sample.
- Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
- Method/s to be used for data collection.
- Data handling and analysis- organisation and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.

(v)   Limitation of the proposed project, if any.

4)   Submission of Synopsis

After the synopsis is prepared and submitted to the University, they are evaluated and a written communication regarding the **Approval / Non-approval** of the project proposal/ Guide will be sent to the learner within two/three months of the receipt of the proposal.

5)   Resubmission of Project Proposal

In case of **Non-Approval** of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case, the revised project proposal should be submitted along with fresh project proposal proforma and a copy of the rejected proposal.

Project Report Submission

After a written communication regarding the **Approval** of synopsis is received the Project work may be undertaken.

1)   Preparation of Project Report

Once you have carried out the study as envisaged in the approved synopsis then a report of the work done needs to be prepared. The length of the report may be about 50 double spaced typed pages not exceeding approximately 15,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.

Structure of Project Report

(i)   **Introduction:** to the Project and Review of Literature along with brief details of the organisation/s under study..

(ii)   **Research Methodology:** It may give details about Rationale, Statement of problem, Objectives of the Project, Scope of the study etc. It should include the Research Design, Nature and Source of data/information collected, Sample and Sampling method with rationale. Details of the tools:

- The Questionnaire and other methods used and their purpose
- Reliability and Validity of the tools used
- Data collection, Statistical tools used for Data Analysis

(iii)   **Results and Discussion: This should present the results in tabular or graphical format. The Interpretation of the data and results/findings may be given elaborately.**

(iv)   **Summary and Conclusion**

(v)   **Recommendations**

(vi)   **Limitations of the Project, Direction for further research (optional)**

(vii)   **Reference/Bibliography**

(viii) **Annexures/Appendices (Questionnaire used etc.)**

The Detailed guidelines on this course is available on the website of the School http://www.ignou.ac.in/ignou/aboutignou/school/soms/introduction

8.0 CONTACT US

For specific queries related to Admission, Study Material, Assignment, Examination, Counseling etc. the students may contact the following:

Sl. No.	Issues		Authority to be contacted	
1	Identity Card, Fee Receipt, Bonafide Certificate, Migration, Certificate, Scholarship Forms, change of name, correction of name/address		Concerned Regional Centre	
2	Non-receipt of study material and assignments		Registrar (MPDD), IGNOU, Maidan Garhi, New Delhi-110068	
3	Change of Elective/Medium/opting of left over electives/ Deletion of excess credits		Concerned Regional Centre	
4	Credit Transfer		Student Registration Division, Block No. 1 & 3, IGNOU, Maidan Garhi, New Delhi-110068	
5	Purchase of Audio/Video CDs		Marketing Unit, EMPC, IGNOU, Maidan Garhi, New Delhi110068	
6	Academic Content		Director of the School concerned	
7	Approval of a Project Proposal / Synopsis		Project Co-ordinator in the Concerned School	
8	International Students residing in India should		Director, International Division, IGNOU, Block-15, Section K, Maidan Garhi, New Delhi. Tel. Nos. : 29533987; 29571681 E-mail : internationaldivision@ignou.ac.in	
9	Issue of Degree/ Diploma/ Certificate/ Despatch of returned Degrees/ Verification of Degrees/ Convocation	011-29572213 011-29535438	Asstt. Registrar 011-29572224	convocation@ignou.ac.in
10	Issue of Hall Ticket/ Correction in the hall ticket for handicapped students/ Non-receipt of hall tickets for term-end- examination & Entrance Test/ Entrance, Test Results/Queries related to dispatch of attendance, list of examinees etc./ writer	011-29572209 011-29572202	Asstt. Registrar 011-29535064	jitenderkr@ignou.ac.in
11	Declaration of results of Masters and Bachelors degree level programme/Issue of grade card and provisional certificate of Masters and Bachelors degree level prog./ Practical marks of all programmes	011-29572212	Section Officer 011-29536103	practicalsed@ignou.ac.in mdresult@ignou.ac.in bdresult@ignou.ac.in
12	Declaration of results of Masters, Bachelor and Diploma programme/ Issue of grade card and provisional certificate of Masters, Bachelor and Diploma level programme	011-29572211	Section Officer 011-29536743	bdresult@ignou.ac.in dpresult@ignou.ac.in
13	Declaration of results of DPE and Certificate programme/ Issue of grade card and provisional certificate of DPE & Certificate level programme	011-29572208	Section Officer 011-29536405	cpresult@ignou.ac.in
14	Verification of genuineness of provisional certificate and grade card/ Issue of Transcript	011-29572210	Section Officer 011-29536405	gcverification@ignou.ac.in
15	Queries related to UFM cases	011-29572208 011-29576405	Section Officer	ufmgroup@ignou.ac.in
16	Status of Project Report of all Programmes/ Dissertation and Viva marks	011-29571324 011-29571321	Asstt. Registrar 011-29532294	projects@ignou.ac.in

17	Queries related to Assignment Marks	011-29571325 011-29571319	Asstt. Registrar 011-29571313	assignment@ignou.ac.in
18	Students general enquiries and grievances/ Issue of duplicate marksheet	011-29572218 011-29571313	Asstt. Registrar	sedgrievance@ignou.ac.in
19	Discrepancy in grade card, non updation of grade/marks in the grade card etc.	011-29572206 011-29572215 011-29572219	Dy. Director/ Asstt. Director	

IGNOU POLICY FOR PREVENTION, PROHIBITION AND PUNISHMENT OF SEXUAL HARASSMENT OF WOMEN AT THE WORKPLACE

IGNOU has adopted a policy for the prevention, prohibition and punishment of sexual harassment of women at workplace in compliance to the directive of Hon'ble Supreme Court of India.

Information on this policy, rules and procedures can be accessed from the IGNOU website www.ignou.ac.in. Any incident of sexual harassment may be reported to the Regional director of the Regional Centre, you are attached to or to any of the persons whose contact details are given in the following table.

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