Student Handbook and Prospectus

Master of Business Administration

AICTE Approved Programme

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

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RECOGNITION

- IGNOU is a NATIONAL OPEN UNIVERSITY established by an Act of Parliament in 1985 (Act No. 50 of1985).

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

- IGNOU has been exempted from applicability of UGC (Open and Distance Learning Programme andOnline 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/ Institutionsetc.

- 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.

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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	Rs.15,500/- per semester for 1st, 2nd and 4th semester Rs.17,500/- for 3rd semester.

Master of Business Administration The Admission Forms can be submitted online through Online Admission System at https://ignouadmission.samarth.edu.in/ by the Indian Student. Foreign student residing in other countries can also join the online programmes and can submit their admission form at https://ignouforeigniop.samarth.edu.in/.

- Application Form is to be filled through online mode only.

Contents

1.0 INDIRA GANDHI NATIONAL OPEN UNIVERSITY (IGNOU)

1.1 Introduction

The Indira Gandhi National Open University was established by an Act of Parliament in 1985 to achieve the following objectives:

- democratising higher education by taking it to the doorsteps of the learners,
- providing access to high quality education to all those who seek it irrespective of age, region, religion and gender,
- offering need-based academic programmes by giving professional and vocational orientation to the courses, and
- promoting and developing distance education in India.

1.2 Prominent Features

IGNOU has certain unique features such as:

- National jurisdiction with international presence
- Flexible admission rules
- The programmes are offered in compliance to NEP 2020 Guidelines
- Individualised study: flexibility in terms of place, pace and duration of study
- Use of latest information and communication technologies
- Nationwide student support services network
- Cost-effective programmes
- Modular approach to programmes
- The programmes follow the multidisciplinary and inter-disciplinary approach
- Resource sharing, collaboration and networking with conventional universities, open universities and other institutions/organisations
- Socially and academically relevant programmes based on students' need analysis, and
- Convergence of open and conventional education systems

1.3 Important Achievements

- First Open University in the Country to have been accredited with the highest A++ Grade by NAAC.
- Emergence of IGNOU as the largest Open University in the world.
- Recognition as Centre of Excellence in Distance Education by the Commonwealth

of Learning (1993).

- Award of Excellence for Distance Education Material by Commonwealth of Learning (1999).

Launch of a series of 24 hour Educational Channels - Gyan Darshan. IGNOU is the nodal agency for these channels and regular transmissions are done from the studios at Electronic Media Production Centre (EMPC), IGNOU.

Regular educational broadcast with facility for live interaction

- IGNOU has been entrusted with the responsibility of National Coordinator for Swayam Prabha Project for four channels (CH 17 to 20). These channels are broadcasting the recorded videos as well as live telecasting of IGNOU programmes on 24x7 basis.
- UNESCO has declared IGNOU as the largest institution of higher learning in the world in 2010.
- Largest network of learning support system.
- Declaration of Term-end result within 45 days.

1.4   The Schools of Studies

With a view to develop interdisciplinary programmes, the University operates through its Schools of Studies. Each School is headed by a Director who arranges to organise its academic programmes and courses in coordination with the School faculty and staff, and different academic, administrative and service divisions of the University. The emphasis is on providing a wide choice of courses at different levels.

The following Schools of Studies are in operation currently:

- School of Humanities (SOH)
- School of Social Sciences (SOSS)
- School of Sciences (SOS)
- School of Education (SOE)
- School of Continuing Education (SOCE)
- School of Engineering and Technology (SOET)
- School of Management Studies (SOMS)
- School of Health Sciences (SOHS)
- School of Computer and Information Sciences (SOCIS)
- School of Agriculture (SOA)
- School of Law (SOL)
- School of Journalism and New Media Studies (SOJNMS)
- School of Gender and Development Studies (SOGDS)
- School of Tourism and Hospitality Service Management (SOTHSM)

- School of Interdisciplinary and Trans-disciplinary Studies (SOITS)
- School of Social Work (SOSW)
- School of Vocational Education and Training (SOVET)
- School of Extension and Development Studies (SOEDS)
- School of Foreign Languages (SOFL)
- School of Translation Studies and Training (SOTST)
- School of Performing and Visual Arts (SOPVA)

1.5   Academic Programmes

The University offers Certificates, Diplomas, Advance Diplomas, Post Graduate Diplomas and Degrees, which are conventional as well as innovative. Most of these programmes have been developed after need based survey 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.

1.6   Modular Approach to Programmes

The Programmes offered by the University are in compliance to the National Education Policy 2020. The teaching-learning arrangements in IGNOU are highly flexible. With this objective in mind, the University has followed a modular approach to Programme development for many of its degree level programmes. As per the University policy, programmes with modular approach are designed keeping in mind the need of the learners and offer the flexibility in the combination of courses as well as methods. The learners have the choice to decide the pace of their learning and they have the option of course-wise registration for various programmes.

Under the modular approach, each course is allocated a certain credit weightage. A learner enrolled in a modular programme can exit the programme at designated points and obtain a certificate or diploma, depending on the number of credits completed. Alternately depending on the number of credits earned, a learner with Certificate level can complete a Diploma or a Degree.

In IGNOU, modularity has been implemented in two ways. In some Programmes, exit options have been provided whereby students not wanting to complete the entire programme can make an exit after completion of a 18 IGNOU Common Prospectus-JULY 2023 defined number of courses and get a Diploma / PG Diploma. This helps the students in meeting their immediate professional requirement. In the other approach to modularity, students completing a Diploma / PG Diploma Programme are allowed lateral entry in a degree programme. This helps the students in upgrading their knowledge / skill as per their requirement and convenience.

1.7   Credit System

The University follows the Credit System for most of its programmes. Each credit in our system is equivalent to 30 hours of learner study comprising all learning activities (i.e., reading and comprehending the print material, listening to audio, watching video, attending counselling sessions, teleconference and writing assignment responses). Thus, 4 - credit course involves 120 hours of study and a 6-credit course involves 180 hours of study. This helps the learner to know the academic effort he/she has to put in, to successfully complete a course. Completion of an academic programme (Degree or Diploma) requires successful completion of the assignments, practical, projects and the Term-End Examination as per requirement of each course in a programme.

1.8   Student Support Services

In order to provide individualized support to its learners, the University has a large number of Learner Support Centres, spread across the country. These Learner Support Centres are coordinated by 67 Regional Centres and Recognised Regional Centres. At the Learner Support Centres, the learners interact with the Academic Counselors and other learners, refer to books in the Library, watch/listen to video/audio programmes and interact with the Coordinator on administrative and academic matters. The list of Regional Centres is given in this Prospectus. Support services are also provided through Work Centres, Programme Learner Support Centres, Skill Development Centres and Special Learner Support Centres. Online Programmes are delivered on the LMS Platform of the University. In case the number of students enrolled in a program is small, the University shall provide Technology Enabled Learner Support (TELS) through Gyan Darshan / Gyan Vani / Swayam Prabha/ Web based support.

1.9   Programme Delivery

The methodology of instruction in this University is different from that of the conventional Universities. The Open University system is more learner-oriented and the learner is an active participant in the pedagogical (teaching and learning) process. Most of the instructions are imparted through distance education methodology as per the requirement.

The University follows a multimedia approach for instruction, which comprises:

a) **Self Instructional Printed Material**: The printed study material (written in self-instructional style) for both theory and practical components of the programmes is provided to the learners in the form of a single print book and/or e-book, comprising blocks and units or in the form of separate printed blocks for every course (on an average 1 block per credit). A block which comes in the form of a booklet usually comprises 3 to 5 units.

   Audio-Visual Material Aids: The learning package contains audio and video programmes which have been produced by the University for better clarification and enhancement of understanding of the course material given to the learners. A video programme is normally of 25-30 minutes duration.

b) The Video content is available on eGyankosh (www.egyankosh.ac.in) – the digital learning repository of the University.

The video programmes are also telecast on National Network of Gyan Darshan and Swayamprabha channels. All Gyan Vani stations broadcast curriculum-based audio programmes as per their schedule that is notified in advance. In addition, some selected stations of All India Radio also broadcast the audio programmes. Learners can confirm the dates for the programmes from their Learner Support Centres. The information is also provided through the university website.

c) **Counselling Sessions:** Normally counselling sessions are held as per schedule drawn by the Learner Support Centres. These are mostly held outside the regular working hours of the host institutions where the Learner Support Centres are located. **However, in case the number of students in a programme is small, face-to-face counselling shall not be organized. In such cases the University shall provide Web Enabled Academic Support to the learners**.

d) **Tele conferences**: Live sessions are conducted via satellite through interactive Gyan Darshan Channel as well as simultaneously webcaste at http://ignouonline.ac.in/and via Facebook Live sessions.

e) **Practicals /Project Work:** Some Programmes have practical/project component also depending upon the learning requirements. Practical sessions are held at designated institutions for which schedule is provided by the Learner Support Centres. Attendance at practical sessions is compulsory. For project work, comprehensive project guide, in the form of a booklet, is provided to the learner along with the study material.

1.10 Gyan Darshan

Gyan Darshan (GD) channel is a major milestone in the field of Educational Television in India. It is a joint venture of the Ministry of Human Resource Development (MHRD), Ministry of Information & Broadcasting (I & B Ministry), Prasar Bharati and IGNOU serving as the nodal agency. Launched in the year 2000, GD is a 24-hour educational channel which offers the best of educational programmes covering a variety of subjects and catering to a wide range of viewers. These include pre-school, primary, secondary and higher secondary students, college/university students, youth seeking career opportunities, homemakers and working professionals. The software is pooled from various educational Institutions and Development Organisations. GD conducts two hours of live interactive sessions every day to build interactivity in the Open and Distance Learning (ODL) system. Teachers/Resource persons and IGNOU Regional Center functionaries interact for academic and administrative matters with students. Induction Programmes for new students and convocations for graduating students are also conducted live through Teleconferencing every year.

Gyan Darshan is also available on webcast, thus extending the reach of IGNOU programmes to audiences world over. The Gyan Darshan telecast is also beneficial for students of the formal education system and the viewers can access Gyan Darshan on IGNOU's website http://gd.ignouonline.ac.in/gyandarshan/ . As Gyan Darshan Channel is must carry channel as per the Government of India Gazette notification, a number of private DTH/Cable Operators carries Gyan Darshan in their Bouquets. Gyan Darshan is now part of Swayam Prabha and can be watched on MHRD Channel no.25

1.11   Gyanvani

Gyan Vani (GV) FM Radio was conceived in 2001 as a network of educational FM Radio Channels operating from various cities in the country. With an aim to enhance and supplement the teaching-learning process, each GV Station has a range of about 60 kms and covers an entire city/town including the adjoining rural areas. Gyan Vani serves as an ideal medium for niche audience addressing the local educational, developmental and socio-cultural requirements of the people. The flavor of the channel is by and large local and the medium is English, Hindi or language of the region. The overall content pertains to Primary and Secondary Education, Adult Education, Technical and Vocational Education, Higher Education, Distance Education and Extension Education etc. Interactive Radio Counseling (IRC) facility is being provided by GV Stations to enable students to interact with the faculty, academic counselors and student support staff. The live phone-in programmes are popular components of the network. The programmes broadcast through each stations include both pre-recorded and live content. click the link – (http://gd.ignouonline.ac.in/gyandhara/)

1.12   Swayam Prabha

Swayam Prabha is an initiative of the Ministry of Education, Government of India to provide 34 High Quality Educational TV Channels through DTH (Director to Home) across the length and breadth of the country on 24x7 basis using GSAT 15 Satellite. Curriculum-based course content covering diverse disciplines are telecast through Swayam Prabha and are provided by NPTEL, IITs, UGC, CEC and IGNOU with the objective of meeting the needs of lifelong learners in India and abroad. Swayam Prabha channels are broadcasting the recorded videos as well as live telecasting of IGNOU programmes on 24x7 basis.

1.13   Gyandhara

Gyandhara is an internet audio counseling service offered by IGNOU. Students can listen to the live discussions by the teachers and experts on the topic of the day and interact with them through telephone, email and also chat mode. When live sessions are not on, Gyanvani Delhi is made available on this platform. The Gyandhara streaming is available for internet users anywhere in the world. Important events broadcast by GV Delhi are also relayed by all GV stations using the Gyandhara feed.
The Learners can access Gyandhara using the link https://www.ignouonline.ac.in/gyandhara//

1.14   Web Enabled Academic Support (WEAS)

To provide technology based academic support to the learners of the distance mode programmes, IGNOU has initiated a scheme of Web Enabled Academic Support (WEAS) for various ODL programmes of IGNOU. WEAS is a Single Window Platform providing various kinds of academic support including the study material, audio-video, quiz, discussion forum, calendar of activities, web-based video counselling, links of various web-based resources to the distance learners by using simple and easily available ICT tools. The students enrolled in programmes being offered through WEAS are given access to their programme specific portal in which they are provided with course material in digital format, video and learning resources. The portal enables online peer-to-peer interaction and discussion, it also gives an opportunity to the students to learn online and interact virtually with teachers and experts. To access WEAS click the link - https://sites.google.com/ignou.ac.in/weas

1.15   International Students Residing in India

The foreign nationals are advised to visit the page of International Division of the University (http://ignou.ac.in/ignou/aboutignou/division/id/introduction) for the programmes on offer for them; programme fee and other fees applicable for them. They may also contact International Division of the University at the Headquarters for more details

1.16   eGyanKosh

The IGNOU eGyanKosh (http://egyankosh.ac.in/) is a national digital repository of educational resources in higher education. It is available for the learners and teachers, and public at large for free.

1.17   IGNOU e-Content Mobile App

IGNOU-e-Content Mobile App is an official mobile app of Indira Gandhi National Open University (IGNOU), New Delhi. This app is an ICT initiative of IGNOU to provide Digital Learning Environment to IGNOU learners and 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.

1.18   Library Services

The IGNOU library is the most resourceful information centre in the country in the field of distance education. The collection of printed and electronic resources is quite strong, with 1.5 lakh printed books at IGNOU Headquarters and 2.5 lakh printed books at libraries of RCs and LSCs.

- The University Library provides remote access to 8–10 online databases through the UGC e-Shodh Sindhu Consortium. Users can access over 7900+ e-journals and more than1700 e-books (http://www.ignou.ac.in/ignou/aboutignou/division/ldd/EResources) as well as millions of open-access resources in digital form.
- The holdings of the library collection and access to e-resources can be browsed and downloaded from their desktops through WebOPAC (https://libraryopac.ignou.ac.in/) and Integrated Search Engines.
- Library is a member of the Developing Library Network (DELNET) (https://www.delnet.in/) that provides various resource sharing services like browsing of Union Catalogues, Inter-Library Loan and Document Delivery from more than 7000 member libraries.
- IGNOU is also a member of ‗The Daisy Forum of India' (DFI), which provides Sugamya Pustakalaya (https://library.daisyindia.org/ NALP/welcomeLink.action) facilitating access to more than 67,000 books to the blind, people with low vision, or people with any other print disability.
- IGNOU library uploads Ph.D/M.Phil theses on UGC INFLIBNET's ―Shodhganga Repository for digital preservation and ensuring continuous access to scholarly content.
- IGNOU library uses Urkund/Ouriginal software provided by UGC INFLIBNET to check the texts of Research papers/Theses/Dissertations for originality and protect it against

potential plagiarism (ouriginal.com/login/).

- Research Scholars can take library membership by paying refundable security deposit of 5000 for availing lending services.
- Post graduate students interested in remote access of e-resources should download the form from Link: http://www.ignou.ac.in/ignou/aboutignou/division/ldd/raf, fill up the same and email to librarian@ignou.ac.in to facilitate access.

1.19   Vidya Lakshmi Portal

Vidya Lakshmi Portal is a first of its kind portal for students seeking Education Loan. Set up in August 2015, it is a single window electronic platform for students to access information and prepare applications for Educational Loans and Government Scholarships. The Portal has the facility of tracking the students right from the inception of loan application until the completion of sanction of loan or otherwise. Students can view, apply and track their education loan applications to banks anytime, anywhere through the Portal. The portal has been developed and being maintained by NSDL e-Governance Infrastructure Limited.

Nearly 40 Banks have registered for over 131 Educational Loan Schemes on the Vidya Lakshmi Portal and integrated their system with the Portal for providing loan processing status to students.

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 15 programmes in Management and 14 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 (PGDIHRM)
10. Post Graduate Diploma in Marketing Management (PGDIMM)
11. Post Graduate Diploma in Financial Management (PGDIFM)
12. Post Graduate Diploma in Operation Management (PGDIOM)
13. Post Graduate Diploma in Services Management (PGDISM)
14. BBA in Services Management
15. Certificate in NGO Management (CNM)

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 for general category (45% in case of candidates belonging to reserved category) can enroll in any of the MBA programmes without appearing for any entrance test.

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 (AllCourses 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) coursesfrom chosen specialisation in the 3rd semester.
- Student need to select MMPC-017 to MMPC-020 (four compulsory courses) and three (03) more coursesfrom 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 degreein 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 116credits. 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 givenin 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)**	
Course code	Course Title	Course code	Course Title
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 **Any four courses from the respective specialisation that you have chosen**		**and** **Any three courses from the respective specialisation that you have chosen**	
Financial Management Area			
MMPF-001	Working Capital Management	MMPF-004	Security Analysis and Portfolio Management
MMPF-002	Capital Investment and Financing Decisions	MMPF-005	International Financial Management
MMPF-003	Management Control Systems	MMPF-011	Management of Insurance Services
MMPF-006	Management of Financial Services	MMPF-007	Equity Markets
Marketing Management Area			
MMPM-001	Consumer Behaviour	MMPM-004	International Marketing

MMPM-002	Sales Management	MMPM-006	Marketing Research
MMPM-003	Product and Brand Management	MMPM-007	Integrated Marketing communication
MMPM-005	Marketing of Services	MMPM-009	Retail Management
		MMPM-008	Rural Marketing
Human Resource Management Area			
MMPH-001	Organizational Theory and Design	MMPH-005	Organisational Development and Change
MMPH-002	Human Resource Development	MMPH-006	Organisational Dynamics
MMPH-004	Industrial and Employment Relations	MMPH –009	International Human Resource Management
MMPH-007	Compensation and Rewards Management	MMPH-003	Human Resource Planning
Operations Management Area			
MMPO-001	Operations Research	MMPO-003	Operations Management
MMPO-002	Project Management	MMPO-004	Management Information Systems
MMPO-005	Logistics and Supply Chain Management	MMPO-007	Maintenance Management
MMPO-006	Materials Management	MMPO-008	International Logistics and Supply Chain Management
Services Management Area			
MMPH-002	Human Resource Development	MMPM-009	Retail Management
MMPO-005	Logistics and Supply Chain Management	MMPF-011	Management of Insurance Services
MMPF-006	Management of Financial Services	MMPB-005	Marketing of Financial Services
MMPM-005	Marketing of Services		

3.6 Admission Process

The Admission Forms can be submitted online through Online Admission System at https://ignouadmission.samarth.edu.in/ by the Indian Student. Foreign student residing in other countries can also join the online programmes and can submit their admission form at https://ignouforeigniop.samarth.edu.in/. The prospective learners are required to create their user ID and password for logging in the system and upload the required documents along with the submission of the Admission Form. There is no need to send the printed copy of the Admission Form to the Regional Centre. The programme fee can be paid online using payment Gateway through net banking, debit/credit card or UPI. Once the admission form is submitted online, the students can track the progress of their admission. A message is sent on the mobile number and email ID registered with the System once admission is confirmed. In case of any discrepancy in the Admission Form, the prospective students are advised to remove the discrepancy within a stipulated time. Failing to do so will lead to rejection of admission form.

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.**

For any admission related queries kindly email to : csrc@ignou.ac.in.

3.7   Programme Fee:

- Rs.15,500/- per semester for 1st, 2nd and 4th semester
- Rs.17,500/- for 3rd semester (3rd semester has an 8-credit project)
- Registration fee and Development fee as applicable

N.B: The Programme fees and the registration fee shall be applicable as mentioned in the University admission portal.

3.8   Exit Certification

A student can get her/his MBA degree in his chosen 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 twocomponents:

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 Coordinator 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 only on the project report submitted by the student.

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 an overall '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 and Payment of Examination Fee

Project evaluation fees is Rs. 500 which has to be submitted by the student alongwith term end examination form for the semester in which the student wish to submit the project report. (This fee my change from time to time as per the decision of the University).

The University conducts Term-end Examination (TEE) twice a year in the months of June & December. A learner is permitted to appear in TEE subject to the following conditions: -

1. **Registration for the courses is valid and not time barred.**
2. **Required number of assignments in the courses have been submitted by due date wherever applicable.**
3. **Minimum time to pursue these courses as per the provision of the programme has been completed.**
4. **Examination fee for all the courses the learner is appearing in the examination has been paid.**

In the case of non-compliance of any of the above conditions, the result of all such courses is liable to be with held by the University.

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 a fresh. The Examination Forms are accepted online only as per the schedule available on the IGNOU website (**https://ignou.ac.in**) from time to time.

Examination fee and Mode of Payment

Examination Fee*	Mode of Payment
Rs.200/- per theory course	Credit Card/Debit Card/Net Banking

Examination fee will be as per the University policy. Please check the actual examination fees on the University website at the time of examination form filling.

For the project course MMPP-001 project evaluation fee of Rs. 500 is to be submitted by the student alongwith term end examination form for the semester in which the student wish to submit the project report. (This fee my change from time to time as per the decision of the University).

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

Hall Ticket for Term End Examination
No hall ticket shall be dispatched to the examinees. Hall Tickets of all examinees are uploaded on the University Website (www.ignou.ac.in) 7-10 days before the commencement of the Term End

Examinations. Therefore, learners are advised to visit IGNOU website for updates.

Students are advised to take the print out of the Hall Ticket from University website after entering the enrolment number and name of programme of study, and report at the examination centre along with the Identity Card issued by the University. Without a valid IGNOU Student ID Card issued by the University, examinees will not be permitted to appear in the examination.

In case, any learner has misplaced the Identify Card issued by the University, it is mandatory to apply for a duplicate Identity Card to the Regional Centre concerned well before commencement of the examinations so as to get a duplicate ID Card in time. Learners without valid ID Card will not be allowed to enter the Examination Centre premises. Students who have taken admission online can download their ID Card online.

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 ThroughOnline 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).

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 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 schedule being 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 are 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 and nowhere else. If any student submits the ₋Offline' Re-Registration Form at any other Regional Centre than the allocated Regional Centre, and consequently misses the scheduled date and a semester/ year, he/she will have no claim on the University for regularization. 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.

4.3   Additional time for Learners with Disability

(a) Learners with disability of 40% or more are given additional 2 (two) years beyond the maximum duration prescribed for all academic programmes.
(b) 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.

4.4   Reservation for Scheduled Castes and Scheduled Tribes, non- creamy layer of OBC, Economically Weaker Sections (EWS) for admission in Central Educational Institutions

The University provides reservation of seats for Scheduled Castes and Scheduled Tribes, non- creamy layer of OBC, Economically Weaker Sections, (as notified by MHRD vide OM 12-4/019-U1 dated January 2019), 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 lst. 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.

Ministry of Human Resource Development, Department of Higher Education, Govt. of India, vide their Office Memorandum F.No. 12-4/2019-Ul, dated 17th January, 2019, on the subject cited above, has conveyed that in accordance with the provisions of the Constitution (One Hundred and Third Amendment) Act 2019, and in reference of Ministry of Social Justice and Empowerment vide OM No. 20013/01/2018-BC-II dated 17th January, 2019, enabling provision of reservation for the Economically Weaker Sections (EWSs) who are not covered under the existing scheme of reservations for the Scheduled Castes, the Scheduled Tribes and the Socially and Educationally backward Classes, it has been decided to provide reservation in admission to educational Institutions subject to a maximum of ten per cent of the total seats in each category. The provision of reservations to the Economically Weaker Sections shall be in accordance with the directions contained in the OM No. 20013/01/2018-8C-11 dated 17th January, 2019 of the Ministry of Social Justice & Empowerment subject to the condition mentioned in the Office Memorandum of MHRD

Accordingly, the reservations shall be provided to EWSs for admission in the University from the academic year 2019-20 onwards beginning academic session July 2019. The

reservation shall be applicable only in Programmes having seat restriction.

4.5 Scholarships

The learners enrolled in IGNOU are eligible for Government of India Scholarships. They are advised visit the National Scholarship Portal of the Government of India https://scholarships.gov.in/ and submit their application online. For further details students may contact at the headquarters, Student Service Centre can be contacted for details.

Students belonging to the Scheduled Caste category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship. Details of the Scheme are available at https://scholarships.gov.in/public/schemeGuidelines/Postmatric_SC.pdf

Students belonging to the Scheduled Tribe category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship. Details of the Scheme are available at
(1) https://scholarships.gov.in/public/schemeGuidelines/Goa/Goa_3004_G.pdf
(2) https://scholarships.gov.in/public/schemeGuidelines/tribalfellowshipguideline.pdf

4.6 Scheme of Fee Support to SC/ST Students

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 exemption, if admissible, will be allowed for one programme only.
The following SC and ST students are not eligible for fee exemption:
• who are employed OR
• who are availing any kind of scholarship or fee exemption from other agencies, OR
• whose Parents'/ Guardians' income from all Sources exceeds Rs 2.5 lakhs during financial year as per Government of India norms.

The applicants should submit income certificate issued by Authorized Government Agency while taking admission. The exemption of fee is confined to the extent of Programme Fee mentioned in the Prospectus. The students belonging to these categories will have to pay late fee (if any), Term End Examination Fee, convocation fee, Registration fee, Development fee etc. since these are not exempted under this Scheme.

4.7 Registration fee, Cancellation of Admission and Refund of Fee paid for Re-Registration to a programme will not be refunded in any case.

A non-refundable Registration Fee of as prescribed time to time (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 available on website: www.ignou.ac.in

The refund request will be considered as under:-

Grounds for refund	Modified policy

Double/multiple payments by the student for the same programme due to failure of online transaction	Fee of ONE programme will be retained. Programme fee for remaining attempts will be refunded including the registration fee.
Payments by the student for more than one non– permissible programme in the same session.	Fee of ONE programme will be retained as per the choice of the student. Fee for remaining programme(s) will be refunded after deduction of registration fee.
Rejection/cancellation of admission form by the University due to non-fulfillment of minimum eligibility criteria/non-recognition of qualification or its equivalence/due to commission of mistake/concealment of information or otherwise by the student.	Full programme fee will be refunded after deduction of the registration fee.
Cases where the University decides to withdraw the programme due to any reason.	Full programme fee will be refunded including the registration fee.

In cases where the student does not want to continue with the programme and seeks cancellation of application and refund of programme fee.	Before confirmation of admission	After confirmation of admission
	a) **Full Programme fee shall be refunded.** The Registration fee shall not be refunded	b) **Within 15 days after confirmation of admission** – Refund shall be made after deduction of Rs. 500/ from Programme fee. Registration fee shall not be refunded.
		c)**Within 16-90 days after confirmation of admission** Refund shall be made after deduction of Rs. 1000/- Registration fee shall not be refunded.
		d) **Beyond 90 days after confirmation of admission** No refund shall be made.

Notes:
1) While counting the period, the date on which request for cancellation of admission is received from the candidate, shall be taken into account.
2) The date on which admission is confirmed, shall be excluded while counting the period.
3) The refund will be reverted to the same Debit/Credit Card/ Net Banking Account from where the payment has been received. However, where the validity of the Debit/Credit Card expires in between, and the bank accepts the refund in spite of expiry of validity of the card, the user will be responsible for getting the money of refunded from such bank. In cases where the refund is not accepted by the bank under the said Debit/ Credit Card account, or the closure of the payment gateway through which the payment was initially received, the refund of fee will be made through

NEFT after obtaining the account details from the student. In cases of (a) to (c) above, the candidate will make a written/email request to the Registrar, SRD for such a refund.

4.8   Digital Study Material and Assignments

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. The University has digitized the study material for different programmes. The digitized material is available on eGyankosh, the digital repository of the University.

The University encourages the use of digital study material. It has been decided that as an incentive **15% concession shall be given to the students who opt for digital study material in place of printed study material.**

The University sends study material to all the students and if a student does not receive the same for any reason; whatsoever, the University shall not be held responsible for that. Assignments for the current session are made available on the website. Students are advised to download the same.

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.

4.9   Change of Elective/Course

Change in Elective/Course is permitted within 30 days from the receipt of first set of course material on payment of **Rs.600/-** per course. Payment should be made by way of a Demand Draft drawn in favour of "IGNOU" payable at the place of concerned Regional Centre. All such requests for change of Elective/ Course should be addressed to the concerned Regional Centre only as per schedule.

4.10   Credit Transfer

Students who want to avail of credit transfer shall get registered with IGNOU for the MBA programme they want to study. All the applications for this purpose should be addressed to The Registrar, Student Registration Division, IGNOU, Maidan Garhi, New Delhi-110068. Please visit to ignou's website. The Internal Credit Transfer Form and guidelines are available on the following link:
http://www.ignou.ac.in/ignou/studentzone/download/InternalCredittransferscheme

4.11   Guidelines for Admission in respect of International Students residing in India

(a) Download the Admission form for the respective Programme from IGNOU's website www.ignou.ac.in

(b) Fill up all the columns of the Admission forms and attach the relevant documents (as mentioned in the Prospectus) along with fee and cost of registration fee.

(c) Submit the hard copy of the form along with documents and fees at the following address

Director, International Division, IGNOU, Block No. 15. Section K, Maidan Garhi. New Delhi.

(d) The learner must fill all the Columns of the Admission Form, failing which the admission form will not be processed for admission. The complete applications should reach at the above address not later than the last date of submission of forms.

(e) The learner may apply only for those courses for which International fees have been prescribed.

(f) The learner will have to produce the valid STUDY VISA for the minimum duration of the programme. Presently, the students from Nepal and Bhutan are not required to submit the Study Visa.

(g) The learner will have to remit the International Fees of Programme. IGNOU Common Prospectus-JULY 2023 335

(h) The fee has to be remitted through Bank Draft favouring'' IGNOU'' payable at —New Delhi.

(i) The learner should possess the minimum qualification specified for the Programme. However, for equivalence of the qualification of the candidate reference may be made to Booklet —Equivalence of Foreign Degrees‖ published by Association of Indian University. In case the Degree/Certificate possessed by the candidate is in a language other than English or Hindi, a translated copy duly verified by the concerned Embassy should be submitted.

(j) The fees once paid will neither be refunded nor transferred. However, in cases where University denies admission, the programme fee will be refunded through A/c Payee Cheque only.

(k) The student needs to submit NO OBJECTION CERTIFICATE from the concerned embassy.

(l) In the letter it should be clearly written that the Embassy has no objection regarding study of the concerned student in IGNOU as well as extension of visa from time to time. PIO / OCI Card holders are not required to submit the NOC from concerned Embassy.

(m) PIO/OCI card holders and also Refugees (UNCHR) Card Holders will pay the fee applicable to International Students. e. For further details you may visit: http:www.ignou.ac.oin/ignou/aboutignou/division/id/introduction

4.12 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 RegionalCentre is located.

4.13 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 ofname/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. For change/correction of name after completion of programme, but before award of degree please see the guidelines available at: http://www.ignou.ac.in/userfiles/Notification%20(4)(3).pdf

4.14 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:

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:

1Director, Research Unit (Tele: 29534336)
2. Director, SSC (Tele: 29535714)
3. Director, RSD (Tele: 2953 2118, 29572412)
4. Registrar, SED (Tele: 2953 5828, 29572204)
5. Registrar, SRD (Tele: 2953 2741,9571302)
6. Registrar, MPDD (Tele: 29534521,29572002)

7. Deputy Registrar, F&A (Tele: 29534934)
8. Registrar (SRD) (Tele: 29571302)

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 directions of 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 eligibile 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.

4.15   Placement Services

In order to further extend learner support services to its geographically distributed student population who are pursuing various IT and Non-IT related 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 our learners. All students interested in seeking the assistance of CPC for procuring suitable job opportunities are requested to send their current resume/biodata to campusplacement@ignou.ac.in. They are further advised to visit our home page www.ignou.ac.infor regular updates on placement related activities.

4.16   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 objectives 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. M S Senam Raju		

1.	**Prof. K. Ravi Sankar** MBA, Ph.D Financial Management	2.	**Prof. Anurag Saxena** M.Sc.(Stat.), Ph.D Operations Management
3.	**Prof. Neeti Agrawal** MBA, Ph.D., MA(DE) Strategic Management	4.	**Prof. Anjali C. Ramteke** B.Sc.(Tech.), MBA, Ph.D, PGDDE, ME Financial Management
5.	**Prof. Kamal Vagrecha** MBA, Ph.D Financial Management	6.	**Prof. Nayantara Padhi** MA(IRPM), Ph.D Human Resource Management
7.	**Prof. Rajeev Kumar Shukla** B.Tech, MBA, Ph.D Marketing Management	8.	**Prof. Leena Singh** M.A.(Eco.), Ph.D, MBA, PGDDE Corporate Management
9.	**Prof. Ravikanthi Sampath Kumar** MBA, Ph.D. Marketing Management	10.	**Prof. Dhanesh Khatri** MBA, Ph.D, PGDCBM, PGDFM Financial Management
11	**Prof. Pavnesh Kumar** MBA, Ph.D. Finance and International Business	12	**Dr. Chittipaka Venkataiah** **Associate Professor** BTech, MBA, Ph. D Operations Management
13	**Dr. Neha Seth** Associate Professor M.Com, PGPM, Ph.D. Financial Management	14	**Dr. Priyanka Yadav** Assistant Professor MBA, Ph.D Human Resource Management
15	**Dr. Saurabh Jain** Assistant Professor, M.Com, Ph.D. Marketing Management		

Programme Coordinator of Master of Business Administration (MBA)- Prof. Nayantara Padhi

6.0 GUIDELINES FOR SUBMISSION OF ASSIGNMENTS ANDAPPEARING 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 cannot 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 useof 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:

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

<h1 align="center">MMPC-018: ENTREPRENEURSHIP</h1>

Block-I: Entrepreneurship: An Overview

Unit-1: Introduction to Entrepreneurship
Unit-2: Entrepreneurial Competencies
Unit-3: Dimensions of Entrepreneurship

Block-II: Entrepreneurship in India

Unit – 4: Entrepreneurship and Government Policies
Unit- 5: Entrepreneurship and Economic Development

Block-III: Establishing A New Enterprise

Unit – 6: Identification of a Business Idea/ Opportunity
Unit – 7: Financing an Enterprise
Unit – 8: Evaluating and Preparing Business Plan
Unit – 9: Implementing Business Plan
Unit – 10: Managing the Enterprise

Block-IV: Special Issues

Unit – 11: Social Entrepreneurship
Unit – 12: Rural Entrepreneurship
Unit- 13: Ethical Entrepreneurship
Unit – 14: Cultural Governance and Family Business

MMPC-019: TOTAL QUALITY MANAGEMENT

Block-I: TQM: AN OVERVIEW

Unit-1: Basic Concepts and Methods
Unit-2: Quality Management: Leading Thinkers
Unit-3: Building Blocks of TQM

Block-II: Strategic Perspectives

Unit-4: Economics of Quality
Unit-5: TQM and Business Strategy
 Unit-6: Quality-Centred Strategic Planning

Block-III: Tools and Techniques

Unit-7: Statistical Quality Control
Unit-8: Tools and Techniques of TQM

Block-IV: Organization and Leadership

Unit-9: Organization for Quality
 Unit-10: Quality Culture and Leadership

Block-IV: Systems and Standards

Unit-11: ISO 9000 Quality Management System
Unit-10: ISO 14000 Environmental Management System
Unit-11: Other Standards
Unit 12: Management Systems for Safety and Health
Unit 13: Quality Auditing and Certification

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-003: HUMAN RESOURCE PLANNING

BLOCK-I: Foundations of Human Resource Planning

Unit -1: Aligning HR Planning with Business Strategy
Unit -2: Labour market dynamics
Unit -3: Job Analysis

BLOCK – II: Methods of Human Resource Planning

Unit -4: HR Demand Analysis
Unit -5: HR Supply Analysis
Unit -6: HR Mapping and stock taking
Unit -7: Formulating HR Plan

BLOCK – III: Measurement of Human Resource Planning Decisions

Unit- 8: Human Resource Analytics for HRP decisions
Unit -9: Human Resource Audit
Unit -10: Human Resource Accounting

BLOCK – IV: Contemporary Trends and Issues in Human Resource Planning

Unit- 11: Contemporary Trends in HRP
Unit- 12: Issues and Challenges in HRP

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-004: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Block 1: An Overview

Unit-1: Introduction to Investment
Unit-2: Securities Market (regulation)
Unit-3: Risk and Return
Unit-4: Investment Theories

Block 2: Security Analysis

Unit-5: Economy Analysis
Unit-6: Industry Analysis
Unit-7: Company Analysis
Unit-8: Technical Analysis
Unit-9: Valuation of Securities

Block 3: Portfolio Management

Unit-10: Portfolio Analysis
Unit-11: Portfolio Selection
Unit-12: Capital Market Theory
Unit-13: Portfolio Revision

Block 4: Institutional and Managed Portfolios

Unit-14: Mutual Funds
Unit-15: Performance Evaluation of Managed Portfolio

MMPF-005: INTERNATIONAL FINANCIAL MANAGEMENT

Block I: International Financial Management

Unit-1: International Financial Management: An Introduction
Unit-2: The International Monetary System
Unit-3: The Balance of Payments and Exchange Rates

Block II: Foreign Exchange Market and Risk Management

Unit-4: Foreign Exchange Market and Exchange Rate Determination
Unit-5: Parity Conditions in International Finance and Currency Forecasting
Unit-6: Currency Futures, Options and Swaps
Unit-7: Management of Exposures

Block III: International Financing Decisions

Unit-8: Raising Funds from International Market
Unit-9: Financing Foreign Trade
Unit-10: Cost of Capital and Multinational Capital Structure

Block IV: International Investment Decisions

Unit-11: International Capital Budgeting
Unit-12: Working Capital Management for MNCs
Unit-13: Foreign Market Entry Strategies and Country Risk Management
Unit-14: International Portfolio Investment & International Asset Pricing

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-007: EQUITY MARKETS

Block-I: Introduction to Financial Markets

Unit-1: Introduction to Financial System
Unit-2: Understanding Risk, Return and Volatility

Block-II: Primary Markets

Unit-3: Sources and Methods of Rising Capital
Unit-4: Issue Management
Unit-5: Regulatory Framework

Block-III: Secondary Markets

Unit-6: Trading and Settlement
Unit-7: Market Surveillance and Risk Management
Unit-8: Investor Grievances and Dispute Resolution

Block-IV: Valuation

Unit-9: Fundamental Analysis
Unit-10 Technical Analysis

Block – V: Special Issues

Unit-11: Portfolio Management
Unit-12: Index Construction
Unit-13: Mutual funds and Alternative Investment Funds
Unit-14: Investment Styles and Trading Strategies

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-004: INTERNATIONAL MARKETING

Block -1: International Marketing - An Introduction

Unit- 1: Nature and Scope of International Marketing
Unit -2: Conceptual Framework
Unit -3: Institutional Framework

Block- 2: International Marketing Environment Analysis

Unit- 4: Socio-Cultural Environment
Unit- 5: Political and Legal Environment
Unit -6: Economic and Natural Environment
Unit -7: Technological Environment

Block -3: International Marketing Mix Strategy

Unit -8: International Product and Brand Management
Unit- 9: International IMC Strategy
Unit -10: International Pricing Strategy
Unit- 11: International Distribution Strategy

Block -4: International Marketing Planning

Unit -12: International Marketing Research
Unit -13: International Marketing Planning and Control
Unit- 14: Emerging Issues (Case Studies)

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

MMPM-006: MARKETING RESEARCH

Block -1: Concepts and Applications

Unit -1: Marketing Research: An Introduction
Unit -2: Applications of Marketing Research and Ethical Issues
Unit -3: Identifying and Defining Research Problems

Block 2: Data Collection and Processing

Unit- 4: Research Design Formulation
Unit- 5: Data Collection: Qualitative and Quantitative
Unit -6: Data Processing

Block 3: Data Analysis

Unit- 7: Hypothesis Testing
Unit- 8: Correlation and Simple Linear Regression
Unit -9: Multiple Regression Analysis
Unit- 10: Discriminant Analysis and Logistic Regression Analysis
Unit -11: Factor Analysis and Cluster Analysis
Unit -12: Conjoint Analysis and Multidimensional Scaling

Block 4: Emerging Issues

Unit -13: Big Data and Marketing Research
Unit-14: Internet based Marketing Research
Unit -15: Marketing Research and Social Media

MMPM-007: INTEGRATED MARKETING COMMUNICATION

Block – 1: Introduction to Integrated Marketing Communication

Unit – 1: Introduction to IMC
Unit – 2: Digital Era: Integration of Communication

Block – II: Advertising Campaign Planning and Execution

Unit – 3: Advertising Campaign Planning: Strategic Consideration
Unit – 4: Advertising Campaign Planning: Creative Consideration
Unit – 5: Advertising Campaign Planning: Media Considerations
Unit – 6: Measuring Advertising Effectiveness

Block – III: Marketing Communication Mix

Unit – 7: Managing Sales Promotion
Unit – 8: Direct Marketing
Unit - 9: Publicity and Public Relations
Unit – 10: Digital Marketing IMC: Budget Considerations

Block – IV: Strategic For IMC

Unit - 11: Media Buying: Changing Paradigms
Unit – 12: IMC: Legal and Ethical Issues
Unit – 13: Consumer Movement in India and Implications for IMC
Unit – 14: Strategies for Integrating the IMC Elements

MMPM-008: RURAL MARKETING

Block-I: RURAL MARKETS - AN OVERVIEW

Unit -1: Rural Markets in India
Unit- 2: Understanding Rural Environment
Unit -3: Understanding Rural Environment

Block-II: UNDERSTANDING THE RURAL CONSUMERS

Unit -4: Rural Buying Behaviour and Influencing Factors
Unit -5: Trends in Consumer Behaviour
Unit -6: Rural Marketing Research
Unit -7: Case Study

Block-III: MARKETING MIX STRATEGIES

Unit- 8: Product and Service Decisions
Unit- 9: Pricing Decisions
Unit -10: Integrated Marketing Communications (IMC) for Rural Markets
Unit -11: Case Study

Block-IV: ACCESSING RURAL MARKETS

Unit -12: Physical Infrastructure and Dynamics of Distribution
Unit -13: Participants in the Rural Distribution Process
Unit -14: Retailing and Distribution Strategy
Unit -15: Case Study

MMPM-009: RETAIL MANAGEMENT

Block – I: Introduction to Retail Management

Unit – 1: An Overview of Retail Sector
Unit – 2: Concepts of Retailing
Unit – 3: Retail Environment

Block – II: Retail Planning and Formats

Unit - 4: Strategic Retail Planning Process
Unit – 5: Models of Retailing
Unit – 6: Based on Ownership
Unit - 7: Store and Non-Store Based Retail Formats (Including Online Retailing)

Block – III: Retail Mix Strategies

Unit – 8: Retail Location Strategy
Unit – 9: Retail Product Mix and Merchandise Strategy
Unit – 10: Retail Pricing Strategy
Unit – 11: Retail Communication Mix Strategy
Unit – 12: Physical Evidence (Atmospherics)

Block – IV: Retail Operations Management

Unit – 13: Managing Store Operations
Unit – 14: Sourcing and Inventory Management
Unit – 15: Managing People and Processes
Unit – 16: Customer Relationship Management (Focus on Retailing)

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

<h1 style="text-align:center">MMPO-002: PROJECT MANAGEMENT</h1>

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-003: OPERATIONS MANAGEMENT

Block- I: Operations Management – An Overview

Unit- 1 : Operations Management: An Introduction
Unit -2 : Operations Strategy
Unit -3 : Sustainable Operations

Block- II: Designing Operations

Unit- 4 : Process & Capacity Analysis
Unit- 5 : Design of Manufacturing goods and Services
Unit -6 : Computerized layout design Algorithms

Block- III: Managing Operations

Unit- 7 : Demand Forecasting
Unit -8 : Inventory Planning & Control
Unit- 9 : Aggregate Production Planning
Unit -10: Materials Requirement Planning
Unit -11: Sequencing & Scheduling

Block- IV: Issues in Operations Management

Unit -12: Six Sigma Quality Control
Unit- 13: Managing Lean Operations
Unit -14: Reliability & Maintenance Management
Unit -15: Emerging trends/technologies in operations

MMPO-004: MANAGEMENT INFORMATION SYSTEMS

Block -I: Overview of Management Information System

Unit- 1: Introduction to Information Systems
Unit -2 : Introduction to MIS
Unit- 3: System Development Life Cycle (SDLC)

Block -II: Business Intelligence & Decision Making

Unit- 4: Introduction to Business Intelligence
Unit -5: Information & Decision Making
Unit- 6: Spread Sheet Analysis

Block -III: Relational Database Management System

Unit -7 : Organizing Data
Unit -8: Structured Query Language (SQL)
Unit -9 : DBMS Implementation and Future Trends

Block- IV: Emerging Technologies for Business

Unit -10: Cloud Computing
Unit -11: Big Data
Unit -12: ERP
Unit -13: Applications of IOT, AI & VR
Unit -14: Block Chain

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

MMPO-007: MAINTENANCE MANAGEMENT

Block -I: Maintenance Management System - An Overview

Unit -1 : Introduction to Maintenance Management
Unit -2 : Organization and structure of maintenance system
Unit -3 : Maintenance Planning and Scheduling

Block- II: Maintenance Resource Management

Unit- 4 : Maintenance Costing and Budgeting
Unit -5 : Spare Parts & Inventory Management
Unit -6 : IT Enabled Maintenance Management
Unit- 7 : Human Resource Development in Maintenance Management

Block- III: Analytical Methods & Models

Unit- 8 : Reliability, Availability, Maintainability and RCM
Unit -9 : Failure Statistics, Data Analysis and Methods of Qualitative Analysis
Unit -10: Economics of Repair and Replacement of Equipment
Unit -11: Condition Based Maintenance (CBM)

Block -IV: Issues in Maintenance Management

Unit -12: Sustainability and Safety
Unit -13: Total Productive Maintenance (TPM)
Unit -14: Maintenance Audit
Unit -15: Maintenance 4.0

MMPO -008: INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Block – I: An Overview

Unit – 1: Conceptual Framework
Unit – 2: Global SCM and Influence of Agencies
Unit – 3: Strategic Orientation to Global SCM

Block – II: Demand Management and Customer Services

Unit – 4: Demand Measurement and Management
Unit – 5: Customer Services
Unit – 6: Information Technology and SCM

Block – III: Global Transportation Decision

Unit – 7: Importance of Transportation in Global Logistics
Unit – 8: Modes of International Transportation
Unit – 9: Documentation in Global Logistics

Block – IV: Warehousing and Inventory Decisions in Global Logistics

Unit – 10: Warehousing
Unit – 11: Inventory Management
Unit – 12: Outsourcing Decisions in Global Logistics

Block – V: Performance Measurement and Future Trends

Unit – 13: Performance Measurement and Metrics of Global Logistics
Unit – 14: Logistic Audit and Control
Unit – 15: Future Trends in International Logistics Supply Chain Management (LSCM)

MMPB-005: MARKETING OF FINANCIAL SERVICES

Block -I: Financial Services in India

Unit – 1: Financial Services Markets: An Overview
Unit – 2: Marketing of Financial Services: Issues and Concept
Unit -3: Consumer Behaviour in Relation to Financial Services

Block – II: Marketing of Banking and Other Services

Unit – 4: Banking Products and Services
Unit – 5: Non-Banking Financial Services
Unit- 6: Distribution, Pricing and Promotions Strategy for Banking Services
Unit – 7: Attracting and Retaining Bank Customers

Block – III: Merchant Banking and Allied Services

Unit – 8: Issue Management and Underwriting Services
Unit – 9: Stock Broking Services

Block – IV: Sector Specific Marketing Strategies

Unit – 10: Marketing of Insurance Services
Unit – 11: Marketing of Mutual Funds
Unit – 12: Marketing of Pension Funds

Block – V: Emerging Issues

Unit – 13: Technology and Digital Marketing
Unit – 14: CRM and Role of Analytics
Unit- 15: Future Directions

8.0   MMPP-001: PROJECT COURSE

Guidelines for Submission of Synopsis and Project Report

<div>

Submission of Synopsis
- ❖ ODL Students of MBA, MBAFM, MBAHM, MBAMM, MBAOM and MBF Programmes
  - ▪ **To, The Regional Director,**
  of your Respective Regional Centre.
  For the address of the Regional Centre you may refer Student Handbook & Prospectus given on our website www.ignou.ac.in
- ❖ MBA (Online) will submit it **through LMS Portal**

Submission of Project Report
- ❖ ODL Students of MBA, MBAFM, MBAHM, MBAMM, MBAOM and MBF Programmes
  - ▪ **To the Registrar (SED),**
  IGNOU, Maidan Garhi,
  New Delhi -110 068.
- ❖ MBA (online) students can submit it through **LMS Portal.**

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Guidelines for Project Course: MMPP-001

The Project Course is equivalent to two courses. However, for registration purposes the Project Course (MMPP-001) is treated as one course, which is of Eight Credits. For this course no additional study material is provided.

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

SYNOPSIS SUBMISSION & EVALUATION 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 synopsis should be an original work done by the student. The process that is 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.

It could be either be an

i) Comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations).

ii) Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management practices.

iii) 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.

The Eligibility Criteria for guides is:

(i) Management Faculty in the School of Management Studies at Headquarters.

(ii) All Approved Academic Counsellors of the Management Programme (MP) having relevant experience at the Study Centres are recognized as supervisors for guiding project.

(iii) Management Faculty having 5 years of PG Teaching Experience. Professionals holding Masters' degree in Management or allied disciplines having a minimum of 5 years of experience in the relevant area (for example, if you are taking up a marketing topic then the supervisor should have 5 years experience in marketing area, after her/his Masters). However if you choose to identify your own guide, then the bio-data of proposed guide is to be attached along with synopsis for approval.

The project guide will be paid a token honorarium of **Rs. 500/-** by the University for guiding the learner.

At any given point of time a guide is not permitted to guide more than ***five*** *students.*

Note: *Students are advised to select guides who are active professionals in the relevant area of the selected topic, i.e., if the topic is in the area of Finance, the guide should be a specialist in Finance and so on. Project Guides are also requested to restrict guiding projects in their core specialisation area only*

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.

Objectives of the Study (Sample)
The objectives of this study are: To study the financial performance _   To explore the _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _   To analyse the factors affecting _   To investigate the influence _

(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

It must have the following components:

- Proper 'Proforma for Approval of Synopsis' duly signed by the student and the guide with dates.

- Bio-data of the Guide- A detailed biodata of the guide duly signed, in original, by the guide along with date. However in case of *approved counsellors* it is not required.

Instructions for filling up the Proforma for Approval of Synopsis:

Enrolment No: Mention the enrolment number assigned to you by the university. If your maximum duration of the programme (i.e 4 years) is over you need to seek Re-admission, before sending the

synopsis. In case your synopsis was Approved on the earlier Enrolment Number, then the same has to be sought for the New Enrolment Number again, if you fail to do so the Project Report may not be accepted.

Subject Area: The broad subject area on which you intend to carry out your project work should be mentioned (example: if you are doing your project on 'Financial Performance of XYZ Ltd' then the Subject Area would be Finance). Similarly based on the topic selected, the subject areas could be HRM & OB/Accounting & Finance /Operations Management & Information System/ Marketing/ Corporate Management / Any Other (you may specify as per the topic selected).

Title of the Project: this is the final topic on which you will be carrying on the Project Work. It should be concise indicating clearly the work being taken up for study. The Final Project Report should necessarily be on the title approved by the evaluator, no changes could be made while submitting the Final Project Report.

Name and Address of the Supervisor: The name and address of the supervisor, preferably his/her official address may be clearly mentioned on the Proforma. If the supervisor is an Academic Counsellor, S/he should give the details of the study centre and the courses for which the counselling is provided, to the learners.

Students being Guided for MMPP-001: The number of students that are being guided by the supervisor for the Project Course (earlier **MS-100** and revised **MMPP-001**) as on that date. The supervisors may restrict the number of students being guided by him/her to **five** only, at any given point of time.

The *biodata of the guide* must have the following information in absolutely unambiguous manner:

- Name and Date of Birth of the guide.

- Full Address and Contact Numbers of Residence and Current Work Place.

- Detailed Educational Qualifications – clearly mentioning the Degrees (with specialisation), Name and Address of the University/Institution and the year of award of degree/qualification, along with percentage of marks obtained.

- Detailed work experience, stated clearly in chronological order having details of the designation, period, name and contactable address of the organisations.

- Any other information relevant for Assessment of the Eligibility of the Guide. You may also attach current business card of the proposed guide.

In case if the student fails to submit the duly signed (original signature) Bio-data and Proforma for Approval, the synopsis will not be entertained.

Note: Please ensure that the 'Proforma for Approval' is filled correctly in all respects as mentioned above. Also check, that the duly signed bio-data of the supervisor and the synopsis are also enclosed along. Proposal's incomplete in any respect will not be accepted. Students are advised to retain a copy of the proposal.

Once the synopsis is ready in the format mention above, Student should send the "Proforma for Approval of Project Proposal (MMPP - 001)" along with one copy of the proposal and duly signed Bio-data of the guide, in the manner as mentioned below:

ODL Students may submit it:- To, The Regional Director, of your Respective Regional Centre. For the address of the Regional Centre you may refer Student Handbook & Prospectus given on our website www.ignou.ac.in

For seeking the approval of Synopsis, the project proposal can be forwarded to the concerned Regional Centre at www.ignou.ac.in > Regional Network > Regional Centre's (E-mail ID of all RC's are available at http://www.ignou.ac.in/ignou/aboutignou/regional/website)

MBA (Online) Students may submit it:- To, The Regional Director, of their designated Regional Centre through LMS Portal

5. Evaluation of Synopsis

The learner can submit her/his Synopsis throughout the year. However, the Project Proposal may be submitted to the Regional Centre after the Registration of MMPP-001. This is to ensure that the students gets atleast 8-9 months time to complete their project work and submit it before the expiry of the 4th semester.

In case Project Proposals are received in Regional Centre after 6 months of having registered for MMPP – 001, the RC will not be responsible for the timely disposal of the project proposals. Those who fail to submit the synopsis within the stipulated period are likely to miss the timeline for submission of the Project Report.

If the Project Proposal received in the regional centre is found to be complete in all regards, having the necessary documents it is accepted. Once accepted, a Project Proposal number is assigned to the synopsis, which is **unique** for each learner. This Project Proposal (PP. No) number can be used for further correspondence with the RC.

6. Feedback / Communication to the Learner

After the synopsis is evaluated by the Expert a Written Communication regarding the status of **Approval / Non-approval** of the project proposal will be sent to the learner within two/three months of the receipt of the proposal in the Regional Centre.

In case the proposed guide is not approved by the Faculty, the student will be advised so, and in such cases the student has to change the guide and submit the project proposal afresh with the signature of the new guide. It will be considered as a New Proposal.

Similarly, if a student wants to change his/her guide for any reason, s/he would be required to submit the project proposal along with the signature of the new guide on a new project proposal proforma, as it would be considered as a new proposal.

7. 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 and project proposal proforma bearing the comments of the evaluator and Project Proposal Number (PP. No) allotted by the Regional Centre.

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 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.

2. Structure of Project Report

(i) **Introduction:** to the Project and Review of Literature along with brief details of the organisation/s under study. It may give details about Rationale, Statement of problem, Objectives of the Project, Scope of the study etc

(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 Final Project Report must have the following:

- Cover Page – must have the Name and Enrolment No. of the Student and the Name of the Guide, along with the Title of the Project.

- Detailed Table of Contents with Page Nos.

- All pages of the Project Report must be numbered as reflected in the Table of Contents.

- Approved Proposal (i.e., Project Proposal, approved proforma and bio-data of the guide) properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.

- Certificate of Originality- duly signed by the student and the guide with dates.

3. Submission of Project Report

One typed copy of the Project Report is to be submitted to **the Registrar (SED), IGNOU, Maidan Garhi, New Delhi -110 068.** As soon as, you submit the Project Report, a **PR. No.** would be allotted. Student should quote this **PR.No.** while corresponding with Registrar (SED) regarding Project Report thereafter.

The MBA(online) students can submit their Project Report through LMS Portal.

Project Report can be submitted any time throughout the year.

Note: If a Project Report is submitted between 1st December to 31st May, then the result will be declared along with June Term-end Examinations. If a Project Report is submitted between 1st June to 30th November, then the result will be declared along with December Term-end Examinations.

4.Viva-Voce

A student may be asked to appear for a Viva-Voce, if the evaluator so recommends. In that case, student will be duly intimated about it.

5. Plagiarism in Project Reports

The Project Report submitted by the student should be free from plagiarism and his/her original work. In case if the project report is found to be plagiarised, action will be taken as per the policy of the University.

INFORMATION

QUERY	WHOM TO BE ADDRESSED TO
REGARDING THE APPROVAL OF PROJECT PROPOSAL	THE REGIONAL DIRECTOR, OF YOUR RESPECTIVE REGIONAL CENTRE
ADDRESS OF THE REGIONAL CENTRE	www.ignou.ac.in (E-mail ID of all RC's are available at http://www.ignou.ac.in/ignou/aboutignou/regional/website)
REGARDING STATUS OF PROJECT REPORTS	THE ASSTT. REGISTRAR (SED), IGNOU, MAIDAN GARHI, NEW DELHI-110068. EMAIL- projects@ignou.ac.in CONTACT NO:- 011-29571324, 011-29571321

CERTIFICATE OF ORIGINALITY

This is to certify that the project titled "_____

_____" is an original work of the

Student and is being submitted in partial fulfilment for the award of the Master's Degree in Business Administration of Indira Gandhi National Open University. This report has not been submitted earlier either to this University or to any other University/Institution for the fulfilment of the requirement of a course of study.

SIGNATURE OF SUPERVISOR   **SIGNATURE OF STUDENT**

Place: Place:

Date: Date:

The certificate may be submitted in the same format.

Important Notes While Preparing - Project Proposal

Send only one copy of the Project Proposal, and retain a copy with you.

"MMPP-001" should be written prominently on the envelope and should be addressed to **The Regional Director (of your Respective Regional Centre)**

For the address of the Regional Centre you may refer Student Handbook & Prospectus given on our website **www.ignou.ac.in** or

http://www.ignou.ac.in/ignou/aboutignou/regional/website

Ensure that the 'Proforma for Approval of Project Proposal' duly filled in and signed by both, the student and the supervisor along with date, are enclosed.

Bio-data of the Guide duly signed by him/her.

MBA(online) submission of Synopsis through **LMS Portal**.

Important Notes While Preparing - Project Report

Send only one copy of the Project Report, and retain a copy with you. The Project Report submitted to the University will not be returned to the student after Evaluation.

The Project Report should be submitted in original in A-4 Size, typed in double space, in a bound volume to **'The, Registrar (SED), IGNOU, Maidan Garhi, New Delhi- 110068'** by Registered/Speed Post/by hand.

Before binding the Project report the student should ensure that it contains the Approved Project Proposal Proforma along with Approved Proposal, Bio-data of the Guide, and an Originality Certificate duly signed by the Student and the Guide. Project Report if received without any of these documents, the same will be returned to the students for **compliance**.

Mention on the top of the envelope "PROJECT REPORT-MMPP-001". This will facilitate sorting out Project Reports received in Student Evaluation Division (SED) for various Programmes.

MBA(online) submission of Project Report through **LMS Portal.**

INDIRA GANDHI NATIONAL OPEN UNIVERSITY
Maidan Garhi, New Delhi – 110068
PROFORMA FOR APPROVAL OF PROJECT PROPOSAL (MMPP - 001)

Enrolment No. _____
Study Centre _____
Regional Centre _____

Project Proposal No _____
(To be assigned by the Regional Centre)
Subject Area:_____

Name of the Student : _____

Address of the Student: _____
(Complete Postal Address where the _____
synopsis, is to be sent)
Email Address: _____

Topic of the Project : _____
_____

Name and Address of the Supervisor: _____
_____
_____

**Is the Supervisor an Academic Counselor
of Management Programme of IGNOU?**
Courses he/ she is counseling for:

Yes / No   If yes, Code of Study Centre_____
_____
_____

No. of Students being guided: _____

Signature of Student

Signature of Supervisor

Date:

Date:

Please do not forget to enclose the synopsis of the project and the Bio-data of the Supervisor. In case the complete and signed Bio-Data of the Supervisor is not enclosed, the proposal will not be entrained.

For Office Use Only

Synopsis	Supervisor
Approved	Approved
Not Approved	Not Approved

Signature of Evaluator

Date:

Comments & Suggestions of the Evaluator
(Use backside of the proforma, if the space for writing
the comments is not Sufficient)

Counter Signature of the
Regional Director/ Asst. Regional Director

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

95

9.0 CONTACT US

Grievance Redressal: Whom to contact for What

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:

Contact Details of Student Service Centre	
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

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, BonafideCertificate, 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 Officer011-29536103	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 Officer011-29536743	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 Officer011-29536405	cpresult@ignou.ac.in
14	Verification of genuineness of provisional certificate and grade card/ Issue of Transcript	011-29572210	Section Officer011-29536405	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	mdresult@ignou.ac.in bdresult@ignou.ac.in bdpresult@ignou.ac.in dpresult@ignou.ac.in cpresult@ignou.ac.in

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.

I	APEX COMMITTEE AGAINST SEXUAL HARASSMENT (ACASH)		
1	Prof. Nayantara Padhi, SOMS, Chairperson, ACASH	29573025	nayantara@ignou.ac.in
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3	Ms. Anita Sajwan, AD (software), ERP	29571705	anitas@ignou.ac.in
4	Dr. Rama Pani, Editor, University News, Head of the Research Division, AIU		rama.pani2013@gmail.com
5.	Dr. Neerja Singh, Associate Professor, Satyawati College, Delhi University		neerja17oct@gmail.com
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