



**Student Handbook and Prospectus**  
**January 2023 & July 2023**

**Master of Business Administration (Financial Management)**  
**(MBAFM)**

**Master of Business Administration (Human Resources Management)**  
**(MBAHM)**

**Master of Business Administration (Marketing Management)**  
**(MBAMM)**

**Master of Business Administration (Operations Management)**  
**(MBAOM)**

**AICTE Approved Programmes from an University with A++ Grade from NAAC**

**School of Management Studies**  
**Indira Gandhi National Open University**  
**Maidan Garhi, New Delhi – 110068**  
**Website: [www.ignou.ac.in](http://www.ignou.ac.in)**

## RECOGNITION

- IGNOU is a NATIONAL OPEN UNIVERSITY established by an Act of Parliament in 1985 (Act No. 50 of 1985).
- It is the First Open University in the Country to have been accredited with the highest A++ Grade by NAAC.
- IGNOU has been exempted from applicability of UGC (Open and Distance Learning Programme and Online Programme) Regulations, vide Letter No. F. No. 1-8/2019 (DEB-I) dated 9th August 2019 & F.No.2-/2019 (OL) dated 17th March, 2020.  
(<http://ignou.ac.in/userfiles/Exemption%20from%20UGC%20regulations.pdf>)
- The Degrees/ Diplomas/ Certificates issued by IGNOU are recognised by all the member institutions of the Association of Indian Universities (AIU) and are at par with the corresponding Degrees/ Diplomas/ Certificates issued by all Indian Universities/ Deemed Universities/ Institutions etc.
- The UGC Notification No. F. 1-1/2020(DEB-I) dated 4th Sept., 2020 regarding recognition of Degrees and Certificate acquired through ODL mode states as under: —  
  
**“22. Equivalence of qualification acquired through Conventional or Open and Distance Learning and Online modes.– Degrees at undergraduate and postgraduate level in conformity with UGC notification on Specification of Degrees, 2014 and post graduate diplomas awarded through Open and Distance Learning mode and/or Online mode by Higher Educational Institutions, recognised by the Commission under these regulations, shall be treated as equivalent to the corresponding awards of the Degrees at undergraduate and postgraduate level and post graduate diplomas offered through conventional mode.”**
- All the Programmes are recognized by AICTE vide Letter No. F.No. North-West/2022-23/1-112783440263 dated 31-May, 2022.

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January, 2023

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

## AT A GLANCE

Name of the Programme	Programme Code	Eligibility	Duration	Fee
Master of Business Administration (Financial Management)	MBAFM	Passed Bachelor Degree of Minimum 3 years duration with at least 50% marks (45% in case of candidates belonging to reserved category).	<b>Min.:</b> 2 Years <b>Max.:</b> 4 Years	Programme fee: Rs. 15,500/- per semester
Master of Business Administration (Human Resources Management)	MBAHM			
Master of Business Administration (Marketing Management)	MBAMM			
Master of Business Administration (Operations Management)	MBAOM			

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

# Contents

Page Nos.

<b>1.0 Indira Gandhi National Open University (IGNOU)</b> .....	<b>5</b>
1.1 The Schools of Studies.....	5
1.2 Special Features .....	6
1.3 Academic Programmes .....	6
1.4 Course Materials .....	6
1.5 Credit System.....	6
1.6 Student Support Services .....	6
1.7 Delivery Systems .....	7
<b>2.0 School of Management Studies</b> .....	<b>8</b>
<b>3.0 Programmes for Admission</b> .....	<b>9</b>
3.1 Salient Features of the Programmes.....	9
3.2 Eligibility .....	9
3.3 Duration .....	9
3.4 Medium of Instruction .....	9
3.5 Programme Structure .....	9
3.6 Programme Structure MBAHM.....	10
3.7 Programme Structure MBAFM.....	11
3.8 Programme Structure MBAMM .....	12
3.9 Programme Structure MBAOM.....	13
3.10 Admission Process .....	14
3.11 Programme Fee .....	14
3.12 Exit Certification.....	14
3.13 Evaluation .....	14
3.14 Tentative Schedule of Operations .....	15
3.15 Grievance Redressal.....	15
<b>4.0 University Rules</b> .....	<b>16</b>
4.1 Validity of Admission .....	16
4.2 Simultaneous Registration .....	16
4.3 Re-Registration .....	16
4.4 Additional Time for Learners with Disability .....	16
4.5 Reservation .....	16
4.6 Scholarships .....	16
4.7 Fee Exemption for SC/ST Students under SC/ST & TSP Schemes .....	17
4.8 Registration Fee, Cancellation of Admission and Return of Fee .....	17
4.9 Study Material and Assignments .....	17
4.10 Correction of Address and Study Centre Change .....	17
4.11 Change of Region .....	17
4.12 Correction/ Change of Name/ Surname of Learner .....	18
4.13 Dispute on Admission and Other University Matters .....	18
4.14 Migration Certificate .....	18
4.15 Recognition of IGNOU Programmes .....	18
4.16 KVS Employees .....	18
4.17 Prevention of Mall Practices / Notice for General Public .....	18
4.18 Placement Services .....	19
4.19 Equal Opportunity Cell .....	19
<b>5.0 List of Management Faculty</b> .....	<b>20</b>
<b>6.0 Guidelines for submission of assignments</b> .....	<b>21</b>
6.1 Assignments.....	21
7.0 Course Outlines.....	23
8.0 Project Guidelines.....	73
9.0 Contact Us.....	83
IGNOU policy for prevention, prohibition and punishment of sexual harassment of women at the workplace	84

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

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

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

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

The mandate of the University is to:

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

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

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

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

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

### **1.1 The Schools of Studies:**

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

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

## 1.2 Special Features:

Some of the special features currently practiced by IGNOU are:

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

## 1.3 Academic Programmes:

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

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

## 1.4 Course Material:

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

## 1.5 Credit system:

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

## 1.6 Student Support Services:

IGNOU has established a number of learner support centres throughout the country. Learner support centres provide counseling facilities at periodic intervals; act as information centres, and as examination centres. Currently about 350 learner support centres provide counseling facilities for the Management Programme. Learner support centres also have a basic library of management book for reference purposes. Each student is assigned to a study centre where s/he also submits assignments to the study centre coordinator. To coordinate the learner support centres, the University has established 56 regional centres all over the country. The University

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

## 1.7 Delivery System:

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

- a) **Print Material:** The printed material of the programme is supplied to the learners in the form of a single printed book/e-book, which is divided into Blocks and Units.
- b) **Audio-Visual Material Aids:** The learning package contains audio and video programmes which have been produced by the University for better clarity and enhanced understanding of the course material given to the student. These programmes are usually of 25-30 minutes duration. The audio programmes are run and video programmes are screened at the learner support centres during the hours of the counseling session. The video programmes of Management Studies are telecast on Doordarshan. Some of the selected stations of All India Radio also broadcast the audio programmes. Students can confirm the broadcast schedule for the programmes from their LSC. The information is also provided on the University website.
- c) **Counselling Sessions:** Normally, counseling sessions are held as per a schedule drawn before hand by the Study Centre Coordinator. They are held on weekend, i.e. Saturday and Sunday. Further, the University conducts live phone-in-programmes through various stations of All India Radio. Schedule of these phone-in-programmes would be available at the University website/learner support centres. Live teleconferencing sessions are also conducted through interactive TV Channel.
- d) **eGyanKosh:** The IGNOU eGyanKosh (<http://egyankosh.ac.in/>), one of the world's largest repositories of educational resources in higher education, is available for the learners and teachers, and public at large for free. The eGyanKosh currently houses the self-learning material of over 2500 courses and a large number of video programmes of IGNOU. The IGNOU learners are encouraged to make use of these resources for their learning.
- e) **IGNOU e-Content Mobile App:** IGNOU-e-Content Mobile App is an official mobile app of Indira Gandhi National Open University (IGNOU). This app is an ICT initiative of IGNOU to provide Digital Learning Environment to IGNOU learners by extending Technology Enhanced Learner Support Services to them. The aim of this initiative is to disseminate the digitised course material to IGNOU Learners. IGNOU learners can use this app to access their course material through their hand held devices such as Mobile Phones and Tablets, etc.

## **2.0 SCHOOL OF MANAGEMENT STUDIES**

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

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

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

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

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

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

Programs offered by the School under Management Discipline are:

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



### **3.0 PROGRAMMES FOR ADMISSION:**

- **Master of Business Administration (Financial Management) (MBAFM)**
- **Master of Business Administration (Human Resources Management) (MBAHM)**
- **Master of Business Administration (Marketing Management) (MBAMM)**
- **Master of Business Administration (Operations Management) (MBAOM)**

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

### **3.1 Salient Features of the Programme(s):**

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

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

### **3.2 Eligibility:**

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

### **3.3 Duration:**

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

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

### **3.4 Medium of Instruction:**

The medium of Instruction for this programme is English.

### **3.5 Programme Structure:**

<b>Courses</b>	<b>1<sup>st</sup> Semester-I</b>	<b>2<sup>nd</sup> Semester</b>	<b>3<sup>rd</sup> Semester</b>	<b>4<sup>th</sup> Semester</b>
<b>Core</b>	7 (Seven)	7 (Seven)	2 (Two)	3 (Three)
<b>Specializaion</b>	-	-	4 (Four)	4 (Four)
<b>Project</b>	-	-	1 (One) (equivalent to 2 courses)	-

- Each of the MBA Programme consists of 28 courses in all and includes:
  - a) Nineteen (19) Core courses
  - b) Eight (08) courses from 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.
- In the 1<sup>st</sup> and 2<sup>nd</sup> semester (All Courses are compulsory)

- In the 3<sup>rd</sup> semester MMPC-015, MMPC-0016 & MMPP-001 (three courses) are compulsory and Student need to select four (04) courses from available specialisation courses.
- In the fourth semester there are three compulsory courses and students need to choose four (04) more specialization courses.
- Student need to select a total of 8 courses in his chosen specialisation only in order to get his MBA degree in that specialisation.
- MMPP-001 (Project Course) is equivalent to two courses. However, for registration purposes MMPP-001(project course) is treated as one course.
- In order to get an MBA degree a student has to complete 28 courses with a total credit weightage of 116 credits. They are as follows:
  - 19 Core Courses of 4 Credit each = 76 Credits.
  - One Project course of 8 credits
  - 8 Courses from any one area of Specialization of 4 credits each =32 credits

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

### 3.6 Master of Business Administration (Human Resource Management) (MBAHM)

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

Course code	Course Title	Course code	Course Title
<b>Semester -1 (7 Courses)</b>		<b>Semester-2 (7 Courses)</b>	
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
<b>Semester-3 (7 Courses)</b>		<b>Semester-4 (7 Courses)</b>	
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-020	Business Ethics and CSR
<b>Specialisation Courses (4)</b>		<b>Specialisation Courses (4)</b>	
MMPH-001	Organizational Theory and Design	MMPH-003	Human Resource Planning
MMPH-002	Human Resource Development	MMPH-005	Organisational Development and Change
MMPH-004	Industrial and Employment Relations	MMPH-006	Organisational Dynamics
MMPH-007	Compensation and Reward Management	MMPH -009	International Human Resource Management

### 3.7 Master of Business Administration (Financial Management) (MBAFM)

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

Course code	Course Title	Course code	Course Title
<b>Semester -1 (7 Courses)</b>		<b>Semester-2 (7 Courses)</b>	
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
<b>Semester-3 (7 Courses)</b>		<b>Semester-4 (7 Courses)</b>	
MMPC-015	Research Methodology for Management Decisions	MMPC-018	Entrepreneurship
MMPC-016	International Business Management	MMPC-019	Total Quality Management
MMPP-001	Project Course (Equivalent to 2 Courses)	MMPC-020	Business Ethics and CSR
<b>Specialisation Courses (4)</b>		<b>Specialisation Courses (4)</b>	
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-007	Equity Markets
MMPF-006	Management of Financial Services	MMPF-011	Management of Insurance Services

### 3.8 Master of Business Administration (Marketing Management) (MBAMM)

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

Course code	Course Title	Course code	Course Title
<b>Semester -1 (7 Courses)</b>		<b>Semester-2 (7 Courses)</b>	
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
<b>Semester-3 (7 Courses)</b>		<b>Semester-4 (7 Courses)</b>	
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-020	Business Ethics and CSR
<b>Specialisation Courses (4)</b>		<b>Specialisation Courses (4)</b>	
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

### 3.9 Master of Business Administration (Operations Management) (MBAOM)

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

Course code	Course Title	Course code	Course Title
<b>Semester -1 (7 Courses)</b>		<b>Semester-2 (7 Courses)</b>	
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
<b>Semester-3 (7 Courses)</b>		<b>Semester-4 (7 Courses)</b>	
MMPC-015	Research Methodology for Management Decisions	MMPC-018	Entrepreneurship
MMPC-016	International Business Management	MMPC-019	Total Quality Management
MMPP 001	Project Course (Equivalent to 2 Courses)	MMPC-020	Business Ethics and CSR
<b>Specialisation Courses (4)</b>		<b>Specialisation Courses (4)</b>	
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	Material Management	MMPO-008	International Logistics and Supply Chain Management

### 3.10 Admission Process

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

### 3.11 Programme Fee:

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

### 3.12 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 1<sup>st</sup> and 2<sup>nd</sup> semesters (56 credits), an exit option is provided at her/his specific request only, resulting in award of Post Graduate Diploma in Management (PGDIM).

### 3.13 Evaluation:

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

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

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

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

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

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

Letter grade system is used in this programme. These letter grades are:

- A = Excellent
- B = Very Good
- C = Good
- D = Satisfactory
- E = Unsatisfactory

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

Following is the system of converting the overall letter grades to percentage equivalents:

- A = 80% and Above
- B = 60% to 79.9%
- C = 50% to 59.9%
- D = 40% to 49.9%
- E = Below 40%

### Term-end Examination

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

#### Dates for submission of Examination Form

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

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

### Examination fee and Mode of Payment

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

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

### 3.14 Tentative Schedule of Operations

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

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

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

### 3.15 Grievance Redressal:

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

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

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

## 4.0 UNIVERSITY RULES

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

### 4.1 Validity of Admission

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

### 4.2 Simultaneous Registration

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

### 4.3 Re-Registration

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

### 4.4 Additional time for Learners with Disability

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

### 4.5 Reservation

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

### 4.6 Scholarships

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

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



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

#### **4.8 Registration fee, Cancellation of Admission and Refund of Fee**

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

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

#### **4.9 Study Material and Assignments**

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

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

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

#### **4.10 Correction of Address and Study Centre Change**

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

#### **4.11 Change of Region**

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

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

#### 4.12 Correction/Change of Name/Surname of Learner

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

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

#### 4.13 Disputes on Admission & other University Matters

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

#### 4.14 Migration Certificate

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

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

#### 4.15 Recognition of IGNOU Programmes

The degrees awarded by IGNOU are recognized by UGC.

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

#### 4.16 KVS Employees

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

#### 4.17 Prevention of Malpractice/Notice for General Public

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

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

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

Alternatively complaints may be faxed on 29532312.

**Email:** registraroffice@ignou.ac.in

**Website:** <http://www.ignou.ac.in>

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

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

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

#### **4.18 Placement Services**

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

#### **4.19 Equal Opportunity Cell**

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

## **5.0 LIST OF MANAGEMENT FACULTY**

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

### **Programme Coordinators:**

#### **Master of Business Administration (Financial Management) (MBAFM)**

- Prof. Kamal Vagrecha

#### **Master of Business Administration (Human Resources Management) (MBAHM)**

- Prof. Srilatha /Prof. Nayantara Padhi

#### **Master of Business Administration (Marketing Management) (MBAMM)**

- Mr. T.V.Vijay Kumar

#### **Master of Business Administration (Operations Management) (MBAOM)**

- Prof. Anurag Saxena

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

### **6.1 Assignments**

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

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

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

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

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

For your own record retain a copy of all assignment responses which you submit. If you do not get back your duly evaluated tutor marked assignments alongwith copy of assessment sheet containing comments of evaluator on your assignment within a month after submission, please try to get it personally from 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:

<b>ENROLMENT NO</b> .....
<b>NAME</b> .....
<b>ADDRESS</b> .....
<b>SIGNATURE</b> .....
<b>DATE</b> .....
<b>PROGRAMME TITLE</b> .....
<b>COURSE CODE</b> .....
<b>COURSE TITLE</b> .....
<b>ASSIGNMENT CODE</b> .....
<b>(as printed on assignments)</b>
<b>LEARNER SUPPORT CENTRE</b> .....

- 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](http://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 and 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-1: 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-1: 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-10: Technology and R&D

Unit-11: Knowledge Management

Unit-12: Innovation

## **MMPC-020: BUSINESS ETHICS AND CSR**

### **Block –I: Ethics and Business**

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

### **Block –II: Evolution and Concept of CSR**

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

### **Block –III: Corporate Social Responsibility in India**

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

### **Block –IV: CSR Implementation and Sustainability**

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



## **MMPH-001: ORGANISATIONAL THEORY AND DESIGN**

### **Block-I: Understanding Organisations**

Unit-1: Approaches to Understanding Organisations

Unit-2: Theoretical Frameworks

Unit-3: Organisational Effectiveness

### **Block-II: Basics of Organisational Structure**

Unit-4: Fundamentals of Organisational Structure

Unit-5: Factors Affecting Organisational Structures

### **Block-III: Organisational Design**

Unit-6: Typology of Organisational Designs

Unit-7: Contemporary Organisational Designs

### **Block-IV: Job Design**

Unit-8: Approaches to Job Design

Unit-9: Emerging Trends at Work

### **Block-V: Internal Dynamics**

Unit-10: Role of Organisational Culture in Design

Unit-11: Organisational Conflict

## **MMPH-002: HUMAN RESOURCE DEVELOPMENT**

### **Block-I: Introduction to HRD**

Unit-1: Human Resource Development: An Overview

Unit-2: HRD Systems

Unit-3: HRD: Processes and Methods

### **Block-II: Managing HRD**

Unit-4: HRD for Employees

Unit-5: Role of HR Managers

Unit-6: Competency Mapping

Unit-7: Analysis of performance and career planning

### **Block-III: HRD in Practice**

Unit-8: HRD Culture and Climate

Unit-9: Counseling, Coaching and Mentoring

Unit-10: HRD in Industrial Relations

### **Block-IV: Experiences and Trends in HRD**

Unit-11: Emerging Trends and Perspectives

Unit-12: HRD Experiences

## **MMPH 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 Raising 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 Style 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-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

## **MMPO-002: PROJECT MANAGEMENT**

### **Block- I: Project Initiation**

Unit-1: Introduction to Project Management

Unit-2: Project Feasibility

Unit-3: Project Chartering

### **Block- II: Project Planning**

Unit-4: Project Scope Management

Unit-5: Project Network Analysis

Unit-6: Project Scheduling

Unit-7: Project Crashing

Unit-8: Earned Value Analysis

### **Block- III: Project Monitoring and Control**

Unit-9: Project Management Information System

Unit-10: Project Monitoring and Control

Unit-11: Project Risk Management

Unit-12: Agile Project Management

### **Block- IV: Project Closure**

Unit-13: Project Contracts and Partnering

Unit-14: Project Audit and Closure

## **MMPO-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: Relational Data Base Management**

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

### **Block -III: Managing Operations**

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

### **Block- IV: Issues in Operations Management**

- 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)



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# Guidelines for Project Course: MMPP-001

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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 (Banking and Finance).

## **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](http://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](http://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	<a href="http://www.ignou.ac.in">www.ignou.ac.in</a> (E-mail ID of all RC's are available at <a href="http://www.ignou.ac.in/ignou/aboutignou/regional/website">http://www.ignou.ac.in/ignou/aboutignou/regional/website</a> )
REGARDING STATUS OF PROJECT REPORTS	THE ASSTT. REGISTRAR (SED), IGNOU, MAIDAN GARHI, NEW DELHI-110068. EMAIL- <a href="mailto:projects@ignou.ac.in">projects@ignou.ac.in</a> 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](http://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?** Yes / No    If yes, Code of Study Centre \_\_\_\_\_  
**Courses he/ she is counseling for:** \_\_\_\_\_  
 \_\_\_\_\_

**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>

## 9.0 CONTACT US

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

Sl. No.	Issues	Authority to be contacted		
1	Identity Card, Fee Receipt, Bonafide Certificate, Migration, Certificate, Scholarship Forms, change of name, correction of name/address	Concerned Regional Centre		
2	Non-receipt of study material and assignments	Registrar (MPDD), IGNOU, Maidan Garhi, New Delhi-110068		
3	Change of Elective/Medium/opting of left over electives/ Deletion of excess credits	Concerned Regional Centre		
4	Credit Transfer	Student Registration Division, Block No. 1 & 3, IGNOU, Maidan Garhi, New Delhi-110068		
5	Purchase of Audio/Video CDs	Marketing Unit, EMPC, IGNOU, Maidan Garhi, New Delhi-110068		
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	<a href="mailto:convocation@ignou.ac.in">convocation@ignou.ac.in</a>
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	<a href="mailto:jitenderkr@ignou.ac.in">jitenderkr@ignou.ac.in</a>
11	Declaration of results of Masters and Bachelors degree level programme/Issue of grade card and provisional certificate of Masters and Bachelors degree level prog./ Practical marks of all programmes	011-29572212	Section Officer 011-29536103	<a href="mailto:practicalsed@ignou.ac.in">practicalsed@ignou.ac.in</a> <a href="mailto:mdresult@ignou.ac.in">mdresult@ignou.ac.in</a> <a href="mailto:bdresult@ignou.ac.in">bdresult@ignou.ac.in</a>
12	Declaration of results of Masters, Bachelor and Diploma programme/ Issue of grade card and provisional certificate of Masters, Bachelor and Diploma level programme	011-29572211	Section Officer 011-29536743	<a href="mailto:bdresult@ignou.ac.in">bdresult@ignou.ac.in</a> <a href="mailto:dresult@ignou.ac.in">dresult@ignou.ac.in</a>
13	Declaration of results of DPE and Certificate programme/ Issue of grade card and provisional certificate of DPE & Certificate level programme	011-29572208	Section Officer 011-29536405	<a href="mailto:cpresult@ignou.ac.in">cpresult@ignou.ac.in</a>
14	Verification of genuineness of provisional certificate and grade card/ Issue of Transcript	011-29572210	Section Officer 011-29536405	<a href="mailto:gverification@ignou.ac.in">gverification@ignou.ac.in</a>
15	Queries related to UFM cases	011-29572208 011-29576405	Section Officer	<a href="mailto:ufmgroup@ignou.ac.in">ufmgroup@ignou.ac.in</a>
16	Status of Project Report of all Programmes/ Dissertation and Viva marks	011-29571324 011-29571321	Asstt.Registrar 011-29532294	<a href="mailto:projects@ignou.ac.in">projects@ignou.ac.in</a>

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

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

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

Information on this policy, rules and procedures can be accessed from the IGNOU website [www.ignou.ac.in](http://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.

<b>I APEX COMMITTEE AGAINST SEXUAL HARASSMENT (ACASH)</b>			
1	Prof. Nayantara Padhi, SOMS, Chairperson, ACASH	29573025	<a href="mailto:nayantara@ignou.ac.in">nayantara@ignou.ac.in</a>
2	Dr. Bijayalaxmi Mishra, Dy. Director, Research Unit	29571998	<a href="mailto:bijayalaxmi@ignou.ac.in">bijayalaxmi@ignou.ac.in</a>
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