



Student Handbook and Prospectus
January 2023 & July 2023 Academic Sessions

Post Graduate Diploma in Human Resources Management (PGDIHRM)

Post Graduate Diploma in Financial Management (PGDIEM)

Post Graduate Diploma in Operations Management (PGDIOM)

Post Graduate Diploma in Marketing Management (PGDIMM)

Post Graduate Diploma in Services Management (PGDISM) (Offered

From July 2023).

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

RECOGNITION

- IGNOU is a NATIONAL OPEN UNIVERSITY established by an Act of Parliament in 1985 (Act No. 50 of 1985).
- It is the First Open University in the Country to have been accredited with the highest A++ Grade by NAAC.
- IGNOU has been exempted from applicability of UGC (Open and Distance Learning Programme and Online Programme) Regulations, vide Letter No. F. No. 1-8/2019 (DEB-I) dated 9th August 2019 & F.No.2-/2019 (OL) dated 17th March, 2020.
<http://ignou.ac.in/userfiles/Exemption%20from%20UGC%20regulations.pdf>
- The Degrees/ Diplomas/ Certificates issued by IGNOU are recognised by all the member institutions of the Association of Indian Universities (AIU) and are at par with the corresponding Degrees/ Diplomas/ Certificates issued by all Indian Universities/ Deemed Universities/ Institutions etc.
- The UGC Notification No. F. 1-1/2020(DEB-I) dated 4th Sept., 2020 regarding recognition of Degrees and Certificate acquired through ODL mode states as under: —

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

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
Post Graduate Diploma in Human Resources Management	PGDIHRM	<ul style="list-style-type: none"> Any graduate (Including Chartered Accountancy /Cost Accountancy/ Company Secretaryship) with 50% marks for general category/ 45% for reserved category as per Government of India rules. No Age bar. 	Min.: 1 Year (Two Semesters) Max.: 3 Years (Six Semesters)	Programme fee: Rs. 20,000/- (Rupees Twenty Thousand)
Post Graduate Diploma in Financial Management	PGDIFM			
Post Graduate Diploma in Operations Management	PGDIOM			
Post Graduate Diploma in Marketing Management	PGDIMM			
Post Graduate Diploma in Services Management	PGDISM			

- Student Handbook & Prospectus would be available **online** only at 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.**

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

3.0 PROGRAMMES FOR ADMISSION:

- **Post Graduate Diploma in Human Resources Management (PGDIHRM)**
- **Post Graduate Diploma in Financial Management (PGDIFM)**
- **Post Graduate Diploma in Operations Management (PGDIOM)**
- **Post Graduate Diploma in Marketing Management (PGDIMM)**
- **Post Graduate Diploma in Services Management (PGDISM)**

These Post Graduate Diploma programmes are 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:

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

3.2 Eligibility:

- Any graduate (Including Chartered Accountancy/Cost Accountancy/Company Secretaryship) with 50% marks for general category/45% for reserved category as per government of India rules.
- No age bar

3.3 Duration:

- Minimum – One year (Two Semesters)
- Maximum – Three years (Six Semesters)

Students will be allowed to register/re-register five courses in the first semester and four courses in the second semester to enable them to register/re-register all the required 9 courses for the award of PG Diploma in two semesters (i.e. **one year**). ***The student has to register for the programme in the first semester and subsequently re-register for the other semester. The programme fees have to be paid while registering for the programme.***

3.4 Medium of Instruction:

The medium of Instruction for this programme is English.

3.5 Programme Structure:

The structure of PG Diploma Programme is:

- ***9 courses (9 X 4 credits = 36 credits) – Two Compulsory courses and Seven elective courses from the chosen specialization area;***
- ***Two Semesters (One Year);***

The Programme in Functional Area consists of P.G. Diploma in 4 streams listed below. In order to qualify for a particular specialization P.G. Diploma a student is required to successfully complete –

Two Compulsory courses and Seven elective courses from the chosen specialization area. (In first semester two compulsory courses and three elective courses and in second semester four elective courses).

3.6 Programme Structure of the Post Graduate Diploma Programmes:

A. Post Graduate Diploma in Human Resource Management (PGDIHRM)

Semester	Course Code	Course Title	Credits	Nature of Course
1 st Sem.	MMPC-011	Social Processes and Behavioral Issues	4 credits	Compulsory
1 st Sem.	MMPC-002	Human Resource Management	4 credits	Compulsory
1 st Sem.	MMPH -001	Organizational Theory and Design	4 credits	Elective
1 st Sem.	MMPH -002	Human Resource Development	4 credits	Elective
1 st Sem.	MMPH -004	Industrial and Employment Relations	4 credits	Elective
1 st Sem.	MMPH -007	Compensation and Rewards Management	4 credits	Elective
2 nd Sem.	MMPH -003	Human Resource Planning	4 credits	Elective
2 nd Sem.	MMPH -005	Organisational Development and Change	4 credits	Elective
2 nd Sem.	MMPH- 006	Organisational Dynamics	4 credits	Elective
2 nd Sem.	MMPH -009	International Human Resource Management	4 credits	Elective

B. Post Graduate Diploma in Financial Management (PGDIFM)

Semester	Course Codes	Title of the Course	Credits	Nature of Course
1 st Sem.	MMPC-004	Accounting for Managers	4 credits	Compulsory
1 st Sem.	MMPC-014	Financial Management	4 credits	Compulsory
1 st Sem.	MMPF-001	Working Capital Management	4 credits	Elective
1 st Sem.	MMPF-002	Capital Investment and Financing Decisions	4 credits	Elective
1 st Sem.	MMPF-003	Management Control Systems	4 credits	Elective
2 nd Sem.	MMPF-004	Security Analysis and Portfolio Management	4 credits	Elective
2 nd Sem.	MMPF-005	International Financial Management	4 credits	Elective
2 nd Sem.	MMPF-006	Management of Financial Services	4 credits	Elective
2 nd Sem.	MMPF-011	Management of Insurance Services	4 credits	Elective

C. Post Graduate Diploma in Operations Management (PGDIOM)

Semester	Course Code	Course Title	Credits	Nature of Course
1 st Sem.	MMPC-005	Quantitative Analysis for Managerial Applications	4 credits	Compulsory
1 st Sem.	MMPC-008	Information Systems for Managers	4 credits	Compulsory
1 st Sem.	MMPO-001	Operations Research	4 credits	Elective
1 st Sem.	MMPO-002	Project Management	4 credits	Elective
1 st Sem.	MMPO-003	Operations Management	4 credits	Elective
1 st Sem.	MMPO-004	Management Information Systems	4 credits	Elective
2 nd Sem.	MMPO- 005	Logistics and Supply Chain Management	4 credits	Elective
2 nd Sem.	MMPO- 006	Materials Management	4 credits	Elective
2 nd Sem.	MMPO- 007	Maintenance Management	4 credits	Elective
2 nd Sem.	MMPO- 008	International Logistics and Supply Chain Management	4 credits	Elective

D. Post Graduate Diploma in Marketing Management (PGDIMM)

Semester	Course	Title of the Course	Credits	Nature of
1 st Sem.	MMPC -001	Management Functions and Organisational Processes	4 credits	Compulsory
1 st Sem.	MMPC-006	Marketing Management	4 credits	Compulsory
1 st Sem.	MMPM -001	Consumer Behaviour	4 credits	Elective
1 st Sem.	MMPM -002	Sales Management	4 credits	Elective
1 st Sem.	MMPM- 003	Product and Brand Management	4 credits	Elective
2 nd Sem.	MMPM-009	Retail Management	4 credits	Elective
2 nd Sem.	MMPM- 005	Marketing of Services	4 credits	Elective
2 nd Sem.	MMPM 004	International Marketing	4 credits	Elective
2 nd Sem.	MMPM- 007	Integrated Marketing Communication	4 credits	Elective
2 nd Sem.	MMPM -006	Marketing Research	4 credits	Elective

E. Post Graduate Diploma in Services Management (PGDISM)

Semester	Course Codes	Title of the Course	Credits	Nature of Course
1 st Sem.	MMPC-006	Marketing Management	4 credits	Compulsory
1 st Sem.	MMPC -001	Management Functions and Organisational Processes	4 credits	Compulsory

1 st Sem.	MMPM- 005	Marketing of Services	4 credits	Elective
1 st Sem.	MMPF -006	Management of Financial Services	4 credits	Elective
2 nd Sem.	MMPO-005	Logistics and Supply Chain Management	4 credits	Elective
2 nd Sem.	MMPH-002	Human Resource Development	4 credits	Elective
2 nd Sem.	MMPM-009	Retail Management	4 credits	Elective
2 nd Sem.	MMPF- 011	Management of Insurance Services	4 credits	Elective
2 nd Sem.	MMPB -005	Marketing of Financial Services	4 credits	Elective

*Detailed course outline of each course is given in **Appendix-1***

Term End Examination will be held in June and December every year for all the courses. The assignments are to be submitted to the Co-ordinator of the learner support centre to which the student is assigned or attached to. Student are required to attempt the assignments which are prescribed for that particular semester. A student would 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.

3.7 Admission/Registration/Re-registration

1. **Application Form through online mode for Admission to Post Graduate Diploma will be submitted only at the time of first entry to the programme on the online admission portal of the university. Subsequent continuation in the programme will be through RE-REGISTRATION FORMS, which is through online mode. The schedule for online Re-registration will be notified by student Registration Division (SRD) and would be displayed on the website www.ignou.ac.in.**
2. **You must submit Re-registration Form 'online'.**
3. **You will be allowed to register for a maximum of five courses per semester.**
4. **Mailing of study material** is course-wise and material for each course will be dispatched in one package.
5. **Change of Courses:** A learner has to indicate in the Re-Registration/Course Option/Re-Admission Form, the courses s/he is opting for. However, request for change of courses will be entertained within one-and-a-half month of the commencement of the session on payment of a fee of 2000/- per course through Demand Draft drawn in favour of IGNOU payable at the city of the Regional Centre. The application should be addressed to the Regional Director, IGNOU Regional Centre of your region.
6. Course once registered has a validity of four semesters on prorata basis. Students registering after one and half year would have course validity of three semesters only, since the maximum duration of the programme is three years.

3.8 Programme Fee:

Programme fee of Rs. 20000/- is to be paid through online mode only.

Fee once paid is not refundable under any circumstances. It is also not adjustable against any other programme of this university.

3.9 Evaluation:

The evaluation system of the programme 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 Study Centre to which the student is assigned or attached with. There is no re-evaluation facility for Assignments.

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

Term-end exams 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.

For appearing in the Examination, every student has to submit an Examination form through on-line (www.ignou.ac.in) before the due dates as given in the schedule of operations.

If a student misses any term-end examination of a course for any reason, s/he may appear for any of them or all the courses subject to the maximum of 8 courses in the subsequent term-end examinations. This facility will be available until a student secures the minimum pass grade in the courses but up to a maximum period of four semesters, since the date of registration of the course is valid for four semesters. Beyond this period s/he may continue for another two semesters by getting Re-registration by paying fee again. In that case, the score of qualified assignments and/or term-end examination will be retained and the student will be required to complete the left out requirements of such re-registered courses. However the validity of subsequent re-registration would be reduced so that the maximum duration of the programme is not violated.

The following components will comprise the term-end examination for each course:

- * Analytical and conceptual comprehension through essay type questions.
- * Cases or problem-solving exercises.

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

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

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

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

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

Term-end Examination

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

Dates for submission of Examination Form

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

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

Examination fee and Mode of Payment

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

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

3.10 Tentative Schedule of Operations

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

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

- 1) Examination fee is Rs. 200/- per course

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

3.11 Grievance Redressal:

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

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

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

4.0 UNIVERSITY RULES

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

4.1 Validity of Admission

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

4.2 Simultaneous Registration

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

4.3 Re-Registration

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

4.4 Additional time for Learners with Disability

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

4.5 Reservation

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

4.6 Scholarships

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

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

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

4.8 Registration fee, Cancellation of Admission and Refund of Fee

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

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

4.9 Study Material and Assignments

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

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

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

4.10 Correction of Address and Study Centre Change

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

4.11 Change of Region

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

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

4.12 Correction/Change of Name/Surname of Learner

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

4.19 Equal Opportunity Cell

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

5.0 LIST OF MANAGEMENT FACULTY

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

Programme Coordinators:

PGDIHRM- Prof. Nayantara Padhi

PGDIFM- Prof. Anjali C Ramteke

PGDIOM- Prof. Anurag Saxena

PGDIMM- Mr. T. V. Vijay Kumar

PGDISM – Prof. Rajeev Kumar Shukla

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 handcorner of the first page of your response sheet.

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

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

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

- 1) Read the assignments carefully and follow the specific instructions, if any, given on the assignment itself about the subject matter or its presentation.
- 2) Go through the Units on which assignments are based. Make some points regarding the question and then rearrange those points in a logical order and draw up a rough outline of your answer. Make sure that the answer is logical and coherent, and has clear connections between sentences and paragraphs. The answer should be relevant to the question given in the assignment. Make sure that you have attempted all the main points of the question. Once you are satisfied with your answer, write down the final version neatly and underline the points you wish to emphasize. While solving numerical, use proper format and give working notes wherever necessary.
- 3) Use only A4 size paper for your response and tie all the pages carefully. Avoid using very thin paper. Allow a 4 cm margin on the left and at least 4 lines in between the answers. This may facilitate the evaluator to write useful comments in the margin at appropriate places.
- 4) Write the responses in your own hand. Do not print or type the answers. Do not copy your answers from the Units/Blocks sent to you by the University. If you copy, you will get zero marks for the respective question.
- 5) Do not copy from the response sheets of other students. If copying is noticed, the assignments of such students will be rejected.
- 6) Write each assignment separately. All the assignments should not be written in continuity. Write the question number with each answer.
- 7) The completed assignment should be sent to the Coordinator of the Learner Support Centre allotted to you. Under any circumstances do not send the tutor marked response sheets to the SED at Headquarters for evaluation.
- 8) After submitting the assignments at the Learner Support Centre get the acknowledgment from the coordinator on the prescribed assignment remittance-cum-acknowledgement card.
- 9) In case you have requested for a change of Learner Support centre, you should submit your assignments only to the original Learner Support Centre until the change of Learner Support Centre is notified by the University.
- 10) The assignments can be obtained from the Learner Support Centre/Regional Centre or may be downloaded from IGNOU Website www.ignou.ac.in.
- 11) There is no provision for re-evaluation of assignments as per rules.
- 12) The validity of assignments is for two semesters.

7.0 COURSE OUTLINES

MMPC-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-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

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

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-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

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

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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 Centres

Unit-6: Profit Centres

Unit-7: Investment Centres

Unit-8: Transfer Pricing

Block-III: Management Control Process

Unit-9: Budgeting and Reporting

Unit-10: Performance Measurement

Unit-11: Reward and Compensation

Unit-12: Techniques of Management and Management Control

Block-IV: Management Control in Some Special Organisations

Unit-13: Service Organisations

Unit-14: Multinational and Export Organisations

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-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

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-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

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 It's 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 It's 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 (MM-1, MMC)

MMPO – 002: PROJECT MANAGEMENT

Block -I: Project Initiation

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

Block- II: Project Planning

- Unit- 4: Project Scope Management
- Unit -5 : Project Network Analysis (PERT and CPM)
- Unit -6: Project Scheduling
- Unit -7: Project Crashing
- Unit- 8: Earned Value Analysis (EVA)

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)

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-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

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 (Including Tele-Communication, Remote Communication)

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 (Supervision and Reporting)

Block – IV: Sales Planning and Control

Unit – 11: Sales Planning, Forecasting and Budgeting

Unit – 12: Territory Management and Sales Quotas

Unit – 13: Sales Organization (Organizational Design)

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-1: 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 -2: Service Marketing Mix

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

Block -3: Extended Marketing Mix for Services

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

Block -4: Strategic Issues

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

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)

8.0 CONTACT US

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

Sl. No.	Issues	Authority to be contacted		
1	Identity Card, Fee Receipt, Bonafide Certificate, Migration, Certificate, Scholarship Forms, change of name, correction of name/address	Concerned Regional Centre		
2	Non-receipt of study material and assignments	Registrar (MPDD), IGNOU, Maidan Garhi, New Delhi-110068		
3	Change of Elective/Medium/opting of left over electives/ Deletion of excess credits	Concerned Regional Centre		
4	Credit Transfer	Student Registration Division, Block No. 1 & 3, IGNOU, Maidan Garhi, New Delhi-110068		
5	Purchase of Audio/Video CDs	Marketing Unit, EMPC, IGNOU, Maidan Garhi, New 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		
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10	Issue of Hall Ticket/ Correction in the hall ticket for handicapped students/ Non-receipt of hall tickets for term-end-examination & Entrance Test/ Entrance, Test Results/Queries related to dispatch of attendance, list of examinees etc./ Writer	011-29572209 011-29572202	Asstt. Registrar 011-29535064	jitenderkr@ignou.ac.in
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13	Declaration of results of DPE and Certificate programme/ Issue of grade card and provisional certificate of DPE & Certificate level programme	011-29572208	Section Officer 011-29536405	cpresult@ignou.ac.in
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19	Discrepancy in grade card, non updation of grade/marks in the grade card etc.	011-29572206 011-29572215 011-29572219	Dy. Director/ Asstt. Director	

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

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

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

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