

INDIRA GANDHI NATIONAL OPEN UNIVERSITY ·
MAIDAN GARHI, NEW DELHI – 110068
School of Management Studies

**MINUTES OF THE 46th SCHOOL BOARD MEETING OF THE SCHOOL OF
MANAGEMENT STUDIES HELD ON JANUARY 12, 2021 AT 11.00 AM
THROUGH VIRTUAL MODE.**


The 46th meeting of the School Board, School of Management Studies, was held on January 12, 2021 at 11.00 am through virtual mode.

The following were present:

1. Prof. K. Ravi Sankar, Director, SOMS, IGNOU	Chairman
2. Prof. B.B. Khanna, SOMS, IGNOU	Member
3. Prof. Nawal Kishor, SOMS, IGNOU	Member
4. Prof. G. Subbayamma, SOMS, IGNOU	Member
5. Prof. Srilatha, SOMS, IGNOU	Member
6. Prof. Kamal Yadava, SOMS, IGNOU	Member
7. Prof. Anurag Saxena, SOMS, IGNOU	Member
8. Prof. M.S.S. Raju, SOMS, IGNOU	Member
9. Prof. Neeti Agrawal, SOMS, IGNOU	Member
10. Prof. Sunil Kumar, SOMS, IGNOU	Member
11. Prof. Kamal Vagrecha, SOMS, IGNOU	Member
12. Prof. Nayantara Padhi, SOMS, IGNOU	Member
13. Sh. T.V. Vijay Kumar, Associate Professor, SOMS, IGNOU	Member
14. Dr. Subodh Kesharwani, Associate Professor, SOMS, IGNOU	Member
15. Dr. Rashmi Bansal, Associate Professor, SOMS, IGNOU	Member
16. Dr. Leena Singh, Assistant Professor, SOMS, IGNOU	Member
17. Prof. Nehal A. Farooquee, SOEDS, IGNOU	Member
18. Prof. P.V. Suresh, SOCIS, IGNOU	Member
19. Dr. Mita Sinhamahapatra, Associate Professor, SOA	Member
20. Dr. Sonia Sharma, Assistant Professor, SOTHSM	Member
21. Prof. R.K. Singh, Head & Dean, Faculty of Commerce & Business, Delhi School of Economics, University of Delhi;	Member
22. Prof. Amirul Hassan Ansari, Professor & Honorary Director, Centre for Management Studies, Jamia Milia Islamia;	Member
23. Dr. D. D. Bedia, Director, Pt. Jawaharlal Nehru Institute of Business Management, Vikram University, Ujjain, Madhya Pradesh; and,	Member
24. Prof. G.V. Chalam, Former Dean, Dept. of Commerce & Business Administration, Acharya Nagarjuna University, Guntur	Member

Prof. Madhu Tyagi, SOMS, IGNOU and Prof. R. K. Mittal Vice Chancellor, Chaudhary Bansilal University, Bhiwani could not attend the meeting.

Prof. Ravi Sankar, the Chairman of the School Board, extended a warm welcome to all the Members of the Board. He informed the Board that under the able guidance and leadership of Prof Nageshwar Rao, Vice Chancellor, IGNOU, the University has been


प्रो. के. रवि संकर / Prof. K. Ravi Sankar
निदेशक (प्र.अ.वि.) / Director (SOMS)

awarded A++ grade by the National Assessment and Accreditation Council, (NAAC) very recently.

The Board recorded its appreciation and congratulated the Vice Chancellor, Prof. Nageshwar Rao, and the Faculty & Staff for this great achievement and hoped that the University would achieve many more such milestones.

Thereafter, the agenda items were taken up.

Item No.	Subject
46.01	To confirm the Minutes of 45th meeting of the School Board held on November 05, 2020.
46.01.01	The Chairman informed the Members that the minutes of 45 th Meeting of the School Board of the School of Management Studies held on November 05, 2020 were circulated to the Members. No comments have been received in the stipulated time on the minutes from the members of the School Board. In view of this he requested the Board to confirm these Minutes.
46.01.02	<i>School Board confirmed the Minutes of 45th meeting of the School Board held on November 05, 2020.</i>
46.02	Action Taken Report on the Minutes of 45th meeting of the School Board held on November 05, 2020.
46.02.01	The Chairman presented the Action Taken Report on the decisions taken by the School Board in its 45 th Meeting held on November 05, 2020.
46.02.02	<i>School Board considered and noted the Action Taken Report on the minutes of 45th Meeting held on November 05, 2020.</i>
46.03	To consider and approve the Minutes of Meetings of Course Design and Development Committees for different courses of MBA and MBF (Revised Programmes).
46.03.01	<p>The Chairman presented the item and informed the Members that the School Board in its 45th Meeting held on November 5, 2020 approved the lists of Experts for Course Restructuring meetings, as a part of the restructuring of the MBA and MBF programmes. Subsequently, with the approval of Vice Chancellor, meetings of the Course Design and Development Committees for some courses were conducted to finalize the course content.</p> <p>He also informed the Members that the meeting of the Course Design and Development Committees for the following courses have been conducted and minutes are placed at Annexures 46.03.01 to 46.03.06:</p>

	<ol style="list-style-type: none"> 1. MMPC-004: Accounting for Managers 2. MMPC-014: Financial Management 3. MMPF-001: Working Capital Management 4. MMPF-002: Capital Investment and Financing Decisions 5. MMPC-001: Management Functions and Organisational Processes 6. MMPC-002: Human Resources Management 7. MMPC-011: Social Processes and Behavioural Issues 8. MMPC-006: Marketing Management 9. MMPC-009: Management of Machines and Materials 10. MMPC-005: Quantitative analysis for Managerial Applications 11. MMPC-006: Information Systems for Managers 12. MMPC-003: Business Environment 13. MMPC-010: Managerial Economics <p>The Chairman further informed that the final course outlines for all above are also attached with the minutes of respective committee meetings.</p>
46.03.02	<p><i>The School Board approved the Minutes of Meetings of Course Design and Development Committees for all the above 13 courses of MBA and MBF.</i></p>
46.04	<p>To consider and approve the Programme Revision Form (PRF) for MBA Programme (Revised).</p>
46.04.01	<p>The Chairman presented the item and informed the members of School Board that the proposal for restructuring of MBA Programme alongwith the Programme Revision Form (PRF) and the Concept Note were duly approved by the School Board in its 44th Meeting held on March 20, 2020. Thereafter, an Expert Committee Meeting for restructuring the MBA and MBF Programmes was conducted on October 19, 2020 and the minutes of the meeting alongwith the Concept Notes were approved by the School Board in its 45th Meeting held on November 05, 2020.</p> <p>He further informed that with the approval of Vice Chancellor, various meetings of the Course Design and Development Committees were held to finalize the Course Contents and on the basis of outcomes of these meetings, Programme Revision Form for MBA Programme alongwith the concept note and the new Course Outlines for the following courses are placed for consideration and approval of the School Board:</p> <ol style="list-style-type: none"> 1. MMPC-001: Management Functions and Organisational Processes 2. MMPC-002: Human Resources Management 3. MMPC-003: Business Environment 4. MMPC-004: Accounting for Managers 5. MMPC-005: Quantitative analysis for Managerial Applications 6. MMPC-006: Information Systems for Managers 7. MMPC-006: Marketing Management 8. MMPC-009: Management of Machines and Materials

	9. MMPC-010: Managerial Economics 10. MMPC-011: Social Processes and Behavioural Issues 11. MMPC-014: Financial Management 12. MMPF-001: Working Capital Management 13. MMPF-002: Capital Investment and Financing Decisions He also informed the Members that after the approval of the School Board the matter will be placed before Academic Council/ Academic Council Standing Committee as per the requirement of the University.
46.04.02	<i>The School Board approved the Programme Revision Form (PRF) of MBA Programme, the Concept Note and the Course Outlines (Revised) for the above 13 courses as part of Programme Restructuring.</i>
46.05	To consider and approve the Programme Revision Form (PRF) for MBF Programme (Revised).
46.05.01	The Chairman presented the item and informed the Members that similar to item no. 46.04 above pertaining to MBA Programme, meetings of the Course Design and Development Committees were held to finalize the Course Contents for the courses which are part of MBA (Banking & Finance). On the basis of outcomes of these meetings, Programme Revision Form for MBF Programme alongwith the Concept Note and the new Course Outlines for the following of the courses are placed for consideration and approval of the School Board: <ol style="list-style-type: none"> 1. MMPC-001: Management Functions and Organisational Processes 2. MMPC-002: Human Resources Management 3. MMPC-003: Business Environment 4. MMPC-004: Accounting for Managers 5. MMPC-005: Quantitative analysis for Managerial Applications 6. MMPC-006: Information Systems for Managers 7. MMPC-006: Marketing Management 8. MMPC-009: Management of Machines and Materials 9. MMPC-010: Managerial Economics 10. MMPC-011: Social Processes and Behavioural Issues 11. MMPC-014: Financial Management He also informed the members that after the approval of the School Board the matter will be placed before Academic Council/ Academic Council Standing Committee as per the requirement of the University.
46.05.02	<i>The School Board approved the Programme Revision Form (PRF) of MBF Programme, the Concept Note and the Course Outlines (Revised) for the above 11 courses as part of Programme Restructuring.</i>

46.06	To consider and approve the Panels of Course Writers and Editors for different courses of MBA and MBF Programmes.									
46.06.01	<p>The Chairman presented the item and informed the Members that as a part of restructuring the MBA and MBF Programmes, the Course Design and Development Committee meetings were conducted and the respective Course Coordinators have submitted the lists of Course Writers and Editors for writing/editing the following courses of MBA and MBF programmes. After the approval of the School Board and the Vice Chancellor, the Units shall be allocated to the respective Course Writers and Editors for writing/editing. The lists of courses are placed as Annexure-46.06.01 to 46.06.12 for consideration and approval of the School Board.</p> <ol style="list-style-type: none">1. MMPC-001: Management Functions and Organisational Processes2. MMPC-002: Human Resources Management3. MMPC-003: Business Environment4. MMPC-004: Accounting for Managers5. MMPC-005: Quantitative analysis for Managerial Applications6. MMPC-006: Information Systems for Managers7. MMPC-006: Marketing Management8. MMPC-009: Management of Machines and Materials9. MMPC-010: Managerial Economics10. MMPC-011: Social Processes and Behavioural Issues11. MMPC-014: Financial Management12. MMPF-001: Working Capital Management									
46.06.02	<i>The School Board approved the panels of Course Writers and the Editors for the above 12 courses of MBA and MBF Programmes as are placed at Annexure- 46.06.01 to 46.06.12.</i>									
46.07	To consider and approve the Minutes of Meetings of the Doctoral Research Committee (Commerce Discipline).									
46.07.01	<p>Prof. Nawal Kishor, the Programme Coordinator for Research Degree Programmes (Commerce Dicipline), presented the item and informed the Members that meetings of the Doctoral Research Committee (Commerce Discipline) were conducted as per details given below:</p> <table><tr><th>S. No.</th><th>Date & Time of DRC</th><th>Brief Agenda</th></tr><tr><td>1.</td><td>December 21, 2020 at 10:30 A.M.</td><td>For considering the minutes of Faculty Group Meeting constituted for finalization of Admission to Ph.D. Programme in Commerce.</td></tr><tr><td>2.</td><td>December 30, 2020 at 11:00 A.M.</td><td>Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Anupriya Arora, Enrl.No. 144500478</td></tr></table>	S. No.	Date & Time of DRC	Brief Agenda	1.	December 21, 2020 at 10:30 A.M.	For considering the minutes of Faculty Group Meeting constituted for finalization of Admission to Ph.D. Programme in Commerce.	2.	December 30, 2020 at 11:00 A.M.	Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Anupriya Arora, Enrl.No. 144500478
S. No.	Date & Time of DRC	Brief Agenda								
1.	December 21, 2020 at 10:30 A.M.	For considering the minutes of Faculty Group Meeting constituted for finalization of Admission to Ph.D. Programme in Commerce.								
2.	December 30, 2020 at 11:00 A.M.	Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Anupriya Arora, Enrl.No. 144500478								

	3.	December 30, 2020 at 02:00 P.M.	Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Baljeet Kaur, Enrl.No. 173101356
	4.	December 30, 2020 at 03:30 P.M.	Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Shelly Oberoi, Enrl.No. 173101370
	5.	January 7, 2021 at 12:00 Noon	Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Shivani Vaid, Enrl.No. 173101317
	6.	January 7, 2021 at 4:30 P.M.	Pre-submission Seminar and Progress Reports of Ph.D. Student Ms. Shilpa Bidani, Enrl.No. 144500525
	7.	January 8, 2021 at 3:00 P.M.	Pre-submission Seminar and Progress Report of Ph.D. Student Ms. Surbhi Gupta, Enrl.No. 173101260
The minutes of the above meetings of the Doctoral Research Committee (Commerce Discipline) are placed at Annexure 46.07.01 to 46.07.07 for consideration and approval of the School Board.			
46.07.02	<i>The School Board approved the Minutes of Meetings of the above Doctoral Research Committee (Commerce Discipline).</i>		
46.08	To consider and approve the Panel of Experts for Course Design and Development Committees for different courses of MBA Programme.		
46.08.01	The Chairman presented the item and informed the Members of School Board that as a continuation of the Programme Revision process, Course Design and Development Committee meetings for some more courses are proposed to be held. The panels for the proposed Course Design and Development meetings to finalise the Course Titles as well as the Course Contents for the following courses are placed for consideration and approval of the School Board.		
46.08.02	<i>The School Board approved the panels of Experts for Course Design and Development Committees for the above courses of MBA Programme.</i>		
46.09	To consider and approve the Panels of Evaluators for B.Com. and M.Com. programmes of Commerce Discipline.		
46.09.01	Professor Nawal Kishor presented the item and informed the members of the School Board that from time to time revision/updation of the panel for Evaluators is required in order to incorporate the new names and remove the non-functional names. As a continuation of this process, fresh panel of Evaluators for B.Com. and M.Com. programmes are placed for consideration of the School Board.		

46.09.02	<i>The School Board approved the Panel of Evaluators for B.Com. and M.Com. programmes.</i>																												
46.10	To consider and approve the lists of Examiners for Dissertations/Theses of students of Ph.D. Programmes in Commerce.																												
46.10.01	<p>The Chairman presented the item and informed the Members that the respective Research Supervisors have suggested the Panels of examiners for evaluation of Theses and for conducting the Viva Voce for their Research Scholars in Ph.D. Programmes in Commerce.</p> <p>He further informed the School Board that these lists have been prepared in consultation with the Director of the School and the Ph.D. Programme Coordinator. The panels of Examiners for the following Research Scholars are placed before the School Board for consideration and approval:</p> <table><tr><th>Sl.No.</th><th>Name of the Research Scholar</th><th>Enrolment No.</th><th>Name of the Research Supervisor</th></tr><tr><td>1.</td><td>Ms. Anupriya Arora,</td><td>144500478</td><td>Prof. Nawal Kishor</td></tr><tr><td>2.</td><td>Ms. Shilpa Bidani</td><td>144500525</td><td>Prof. M.S.S. Raju</td></tr><tr><td>3.</td><td>Ms. Shivani Vaid</td><td>173101317</td><td>Prof. Sunil Gupta</td></tr><tr><td>4.</td><td>Ms. Surbhi Gupta</td><td>173101260</td><td>Prof. Sunil Gupta</td></tr><tr><td>5.</td><td>Ms. Baljeet Kaur</td><td>173101356</td><td>Dr. Rashmi Bansal</td></tr><tr><td>6.</td><td>Ms. Shelly Oberoi</td><td>173101370</td><td>Dr. Madhulika P. Sarkar</td></tr></table>	Sl.No.	Name of the Research Scholar	Enrolment No.	Name of the Research Supervisor	1.	Ms. Anupriya Arora,	144500478	Prof. Nawal Kishor	2.	Ms. Shilpa Bidani	144500525	Prof. M.S.S. Raju	3.	Ms. Shivani Vaid	173101317	Prof. Sunil Gupta	4.	Ms. Surbhi Gupta	173101260	Prof. Sunil Gupta	5.	Ms. Baljeet Kaur	173101356	Dr. Rashmi Bansal	6.	Ms. Shelly Oberoi	173101370	Dr. Madhulika P. Sarkar
Sl.No.	Name of the Research Scholar	Enrolment No.	Name of the Research Supervisor																										
1.	Ms. Anupriya Arora,	144500478	Prof. Nawal Kishor																										
2.	Ms. Shilpa Bidani	144500525	Prof. M.S.S. Raju																										
3.	Ms. Shivani Vaid	173101317	Prof. Sunil Gupta																										
4.	Ms. Surbhi Gupta	173101260	Prof. Sunil Gupta																										
5.	Ms. Baljeet Kaur	173101356	Dr. Rashmi Bansal																										
6.	Ms. Shelly Oberoi	173101370	Dr. Madhulika P. Sarkar																										
46.10.02	<i>The School Board approved the panels of Examiners of the above Scholars of Ph.D. Programme in Commerce for evaluation of Theses and for conducting the Viva Voce.</i>																												
46.11	To consider and approve the Minutes of Meeting of the Doctoral Research Committee (Management Discipline).																												
46.11.01	<p>Prof. Neeti Agrawal, the Programme Coordinator, presented the item and informed the Members that the meeting of the Doctoral Research Committee (Management Discipline) was conducted on January 11, 2021 at 12:00 noon to consider the minutes of Admission Committee for admission to Ph.D. Programme in Management. She also informed that the admission process was done in complete compliance of UGC Guidelines 2019 and IGNOU Research Guidelines 2019.</p> <p>The Minutes of the above Doctoral Research Committee (Management Discipline) are placed as Annexure 46.11.01 for consideration and approval of the School Board.</p>																												
46.11.02	<i>The School Board approved the Minutes of Meeting of the Doctoral Research Committee (Management Discipline) held on January 11, 2021.</i>																												

46.12 (Table Item)	To consider and approve the Panel of Paper-Setters for B.Com. and M.Com. programmes.
46.12.01	Professor Nawal Kishor, presented the item and informed the Members of the School Board that from time to time revision/updation of the panel for Paper Setters are required in order to incorporate the new names and remove the non-functional names. As a continuation of this process, fresh panel of Paper Setters for B.Com. and M.Com. programmes are placed for consideration of the School Board.
46.12.02	<i>The School Board approved the Panel of Papers Setters for B.Com. and M.Com. programmes.</i>

The Meeting ended with thanks to the Chair.



(K. Ravi Sankar)

Director &

Chairman, School Board

School of Management Studies

प्रो. के. रवि शंकर / Prof. K. Ravi Sankar

निदेशक / Director

प्रबंध अध्ययन विद्यापीठ

School of Management Studies

इ.पी.रा.मु.वि., मैदान गढ़ी, नई दिल्ली-110068

IGNOU, Maidan Garhi, New Delhi-110068

	NEW/ UPDATION	UNIT WRITER
Block – I: Introduction to Management	NEW	
Unit – 1: Management: An Overview	NEW	Prof. Seetha, SMS, University of Hyderabad, Hyderabad
Unit – 2: Management and its Evolution	NEW	Prof. Seetha, SMS, University of Hyderabad, Hyderabad
Unit – 3: Roles of Managers	NEW	Prof. Seetha, SMS, University of Hyderabad, Hyderabad
Block – II: Managerial Processes -I		
Unit – 4: Planning	NEW	Prof. Srilatha, SOMS, IGNOU
Unit- 5: Organizing	NEW	Prof. Srilatha, SOMS, IGNOU
Unit-6: Staffing and Directing	NEW	Prof. Shalini Garg, SOMS, IP university, New Delhi
Block – III: Managerial Processes -II		
Unit-7: Controlling	NEW	Prof. Seetha, SMS, University of Hyderabad, Hyderabad
Unit-8: Leading and Motivating	NEW	Prof. Sumita Misra,, KSOM, KIIT University, Bhubaneswar
Unit-9: Decision Making	NEW	Prof. Sumita Misra,, KSOM, KIIT University, Bhubaneswar
Block – IV: Organisational Processes		
Unit-10: Organisation Structure & Design	NEW	Prof. Nayantara Padhi, SOMS, IGNOU
Unit-11: Organisation Communication Processes	NEW	Dr. L k Jena, XIM, Bhubaneswar
Unit-12: Organisation Cultures	NEW	Dr. L k Jena, XIM, Bhubaneswar
Unit-13: Managing Change (one section on OD)	NEW	Prof. Seetha, SMS, University of Hyderabad, Hyderabad
Unit-14 Ethics and Corporate Social Responsibility (one section on emerging trends)	NEW	Dr. Poonam Singh, University of Hyderabad, Hyderabad

EDITOR: Prof. Srilatha, SOMS, IGNOU

प्रो. नयनारा पडि
 Nayantara Padhi
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MIMPC002: Human Resources Management

	NEW/ UPDATION	UNIT WRITER
Block – I: Introduction to Human Resource Management		
Unit -1: Concept and Evolution of HRM	NEW	Dr. L k Jena, XIM, Bhubaneswar
Unit- 2: Functions of HRM	NEW	Dr. L k Jena, XIM, Bhubaneswar
Unit -3: Environment and HRM (sections on SHRM, IHRM, HR analytics)	NEW	Dr. L k Jena, XIM, Bhubaneswar
Block – II: Sourcing of Human Resources		
Unit-4: Human Resource Planning	UPDATION	
Unit -5: Job Analysis, Design and Evaluation	UPDATION	
Unit-6: Recruitment and Selection	UPDATION	
Unit -7: Socialisation and Mobility	UPDATION	
Block -III: Performance and Compensation Management		
Unit – 8: Performance Management	UPDATION	
Unit – 9: Career Development	UPDATION	
Unit -10: Training and Development	UPDATION	
Unit -11: Compensation and Rewards Management	UPDATION	
Block – IV: Employer –Employee Relations		
Unit – 12: Employee Engagement Processes	UPDATION	
Unit-13: Grievance Handling and Discipline Procedures	UPDATION	
Unit – 14: Unions and Associations	UPDATION	

EDITOR: Prof P Jyothi, Dean, SMS, University of Hyderabad, Hyderabad

Nayantra
प्रो. नयनतरा पाध्ये Nayantra Padhi
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MMPC – 003: BUSINESS ENVIRONMENT

BLOCK 1: INTRODUCTION TO BUSINESS ENVIRONMENT

- Unit 1: Introduction to Business and Environment (Prof. Madan Lal)
Unit 2: Economic Growth and Development (Dr. Kamal Singh)
Unit 3: Socio-Cultural and Politico Legal Environment (Prof. Ritesh Gupta)
Unit 4: Business Ethics and Corporate Social Responsibility (CSR) (Prof. Ritesh Gupta)

BLOCK 2: OVERVIEW OF INDIAN ECONOMY

- Unit 5: Indian Financial System (Dr. Kamal Singh)
Unit 6: Industrial Policy Framework
Unit 7: Agribusiness Environment

BLOCK 3: STRUCTURAL REFORMS

- Unit 8: New Economic Policy (Dr. Kamal Singh)
Unit 9: Financial Sector and Fiscal Sector Reforms (Dr. Kamal Singh)

Block 4: INTERNATIONAL BUSINESS ENVIRONEMENT

- Unit 10: International Financial System (Prof. Bibek Ray Chaudhuri)
Unit 11: Balance of Payments (BoP) (Prof. Bibek Ray Chaudhuri)
Unit 12: Foreign Trade (Prof. Bibek Ray Chaudhuri)
Unit 13: Sources of Global Financing (Prof. Bibek Ray Chaudhuri)
Unit 14: Technological Environment (Prof. Bibek Ray Chaudhuri)

Prof. Arindam Banik will be editor of the course.

eg. See Bhaygauring

COURSE-4: ACCOUNTING FOR MANAGERS (MMPC:004)

Note: Illustrations and exercises are to be added, wherever necessary.

Block	Unit	Title	Status	Writer
I		Accounting: An Overview		
	1	Introduction to Accounting	New	Dr. Ritu Sapra
	2	Preparation of Books of Accounts	New	Dr. Ritu Sapra
	3	Financial Statements	New	Dr. Ritu Sapra
	4	Preparation of Final Accounts of Companies	New	Dr. Ritu Sapra
	5	Cash Flow Statement	New	Dr. Saif Siddiqui
II		Cost Accounting		
	6	Understanding and Classifying Costs	Revision	
	7	Absorption and Marginal Costing	Revision	
	8	Activity Based Costing	New	Dr. Saif Siddiqui
III		Application of Cost Accounting		
	9	Cost-Volume-Profit Analysis	Revision	
	10	Budgeting and Budgetary Control	Revision	
	11	Variance Analysis	Revision	
IV		Financial Statement Analysis		
	12	Understanding Annual Reports	New	Prof. Varadraj Bapat
	13	Comparative, Common Size and Trend Statements	New	Dr. Pankaj Varshney
	14	Ratio Analysis	New	Dr. Pankaj Varshney
V		Emerging Issues in Accounting		
	15	Human Resource Accounting	New	Prof. Kamal Vagrecha
	16	Forensic Accounting	New	Prof. Kamal Vagrecha

Course Editor: Prof. Varadraj Bapat

Kamal Vagrecha

Course: Quantitative Analysis for Managerial Applications (MMPC-005)

Block/ Unit	Status	Writer
Block-1: Data Collection & Analysis		
Unit-1: Quantitative Decision Making - An Overview	New	Prof. Raj K. Jain
Unit-2: Collection of Data	Revision	
Unit-3: Presentation of Data	Revision	
Unit-4: Measures of Central Tendency	Revision	
Unit-5: Measures of Variation and Skewness	Revision	
Block-2: Probability & Probability Distribution		
Unit-6: Basic Concepts of Probability	New	Prof. Raj K. Jain
Unit-7: Discrete Probability Distributions	New	Prof. Raj K. Jain
Unit-8: Continuous Probability Distributions	New	Prof. Raj K. Jain
Unit-9: Decision Theory	Revision	
Block-3: Sampling & Sampling Distributions		
Unit-10: Sampling Methods	New	Prof. Raj K. Jain
Unit-11: Sampling Distributions	Revision	
Unit-12: Testing of Hypotheses	Revision	
Unit-13: Chi-Square Tests	Revision	
Block-4: Forecasting Methods		
Unit-14 Business Forecasting	New	Prof. Raj K. Jain
Unit-15: Correlation & Regression	New	Prof. Raj K. Jain
Unit-16: Time Series Analysis	Revision	

It is proposed that there are seven units and Prof. Raj K. Jain will be writing these Units.
Prof. Gokulananda Patel will be the editor of the Course.

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MMPC-006: MARKETING MANGEMENT

BLOCK	UNIT	UNIT TITLE	
I		Introduction To Marketing And Markets	
	1	Marketing: An Overview	Prof. Sanjiv Mittal
	2	Marketing Environment Analysis	Prof. Sanjiv Mittal
	3	Market Segmentation, Targeting and Positioning	Prof. Sanjiv Mittal
	4	Consumer Behavior	Prof. Sanjiv Mittal
II		Product And Pricing Decisions	
	5	Product Decisions	Prof. U.M. Amin
	6	Branding And Packaging Decisions	Dr. T.V.Vijay Kumar
	7	Product Life Cycle (PLC) And New Product Development(NPD)	Dr. T.V.Vijay Kumar
	8	Pricing Decisions.	Dr. T.V.Vijay Kumar
III		Distribution And Promotion Decisions	
	9	Integrated Marketing Communications	Prof. U.M. Amin
	10	Advertising And Sales promotion	Dr. T.V.Vijay Kumar
	11	Personal Selling And Managing Sales Personnel	Dr. T.V.Vijay Kumar
	12	Distribution Management	Dr. Reshma Nasreen
IV		Sectoral Applications and Emerging Issues	
	13	Marketing of Services	Dr. T.V.Vijay Kumar
	14	Digital Marketing	
	15	Other Emerging Issues In Marketing	

V. Kumar

Course: Information Systems for Managers (MMPC-008)

Block/ Unit	Status	Writer
Block-1: Information Technology for Managers		
Unit-1: Information Technology: An Overview	Revision	
Unit-2 : Computers and Smart Devices	Revision	
Unit-3 : Computer Software	Revision	
Unit-4: Networking Technologies	Revision	
Block-2: Information Systems		
Unit-5: MIS and Control Systems	Revision	
Unit-6: Information Systems Economics and Security	New	Prof. V.S.P. Srivastava
Unit-7: Transaction Processing Systems, DSS and EIS	Revision	
Unit-8: Integrated Applications	New	Prof. V.S.P. Srivastava
Block-3: Analysis and Computer Languages		
Unit-9: Building Information Systems	Revision	
Unit-10: System Analysis and Design	New	Prof. V.S.P. Srivastava
Unit-11: Computer Programming and Languages	New	Prof. V.S.P. Srivastava
Block-4: Support Systems for Management Decisions		
Unit-12: Database Resource Management	New	Prof. V.S.P. Srivastava
Unit-13: Data Warehousing and Data Mining	New	Prof. V.S.P. Srivastava
Unit-14: Artificial Intelligence and Decision Support Systems	Revision	
Unit-15: Emerging Trends in IT	New	Prof. V.S.P. Srivastava

It is proposed that there are seven units and Prof. V.S.P. Srivastava will be writing these units.

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Course: Management of Machines and Materials (MMPC-009)

Block/ Unit	Status	Writer
Block-1: Operations Management: Facility Planning		
Unit-1: Operations Management: An Overview	New	Prof. A.P. Verma
Unit-2: Product Selection and Process selection	New	Prof. A.P. Verma
Unit-3: Facilities Planning	Revision	
Unit-4: Facilities layout and Material Handling	Revision	
Block-2: Operation Planning & Control		
Unit-5: Planning and Control for Mass Production	Revision	
Unit-6: Planning and Control for Batch Production	Revision	
Unit-7: Planning and Control for Job Shop Production	New	Prof. A.P. Verma
Unit-8: Planning and Control of Projects	New	Prof. A.P. Verma
Block-3: Planning Design & Value Engineering		
Unit-9: Capacity Planning	Revision	
Unit-10: Work Design and Job Design	New	Prof. A.P. Verma
Unit-11: Value Engineering and Quality Assurance	New	Prof. A.P. Verma
Block-4: Materials Management		
Unit-12: Purchase system & Procedure and Inventory Management	Revision	
Unit-13: Standardization, Codification and Variety Reduction	Revision	
Unit-14: Waste Management	New	Prof. A.P. Verma

It is proposed that there are seven units and Prof. A.P. Verma will be writing these units.
Prof. Abid Haleem will be the editor of the Course.

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MANAGERIAL ECONOMICS (MMPC-010)

BLOCK 1 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

- **Dr. Leena Singh will be the editor of the course.**

Leena Singh

MMPC-011: Social Processes and Behavioural Issues

	NEW/ UPDATION	UNIT WRITER
Block-1: Introduction to Organisational Behaviour		
Unit-1: Concept of Organisational Behaviour	NEW	Prof P Jyothi, Dean, SMS,University of Hyderabad, Hyderabad
Unit-2: Approaches to Organisational Behaviour	NEW	Prof P Jyothi, Dean, SMS,University of Hyderabad, Hyderabad
Unit-3: Evolution of Organisational Behaviour	NEW	Prof. Sumita Misra,, KSOM, KIIT University, Bhubaneswar
Block – II: Intrapersonal Processes		
Unit – 4: Personality, Values and Attitudes	UPDATION	
Unit-5: Learning and Behavioural Modification	UPDATION	
Unit-6: Perception and Attribution	UPDATION	
Unit-7: Motivation	UPDATION	
Block – III: Interpersonal and Group Processes		
Unit- 8: Group Dynamics and Team Building	UPDATION	
Unit- 9: Conflict and Negotiation Strategies	UPDATION	
Unit 10: Job Stress	UPDATION	
Block – IV: Emerging Trends		
Unit – 13: Employee Empowerment	UPDATION	
Unit-14: Organisational Citizenship Behaviour	UPDATION	
Unit –15: Organisational Inclusiveness	UPDATION	
Unit – 16: Diversity Management	UPDATION	
Unit-17: Positive Approaches to Work Behaviour	UPDATION	

EDITOR: Prof. Srilatha, SOMS, IGNOU

Srilatha

COURSE-2: FINANCIAL MANAGEMENT (MMPC-014)

Note: Illustrations and exercises are to be added, wherever necessary.

Block	Unit	Title	Status	Writer
I		Financial Management: An Overview		
	1	Financial Management: An Introduction	New	Prof. G. V. Chalam
	2	Time Value of Money	New	Prof. G. V. Chalam
	3	Risk & Return	New	Prof. G. V. Chalam
	4	Valuation of Securities	New	Prof. G. V. Chalam
II		Cost of Capital and Investment Decisions		
	5	Cost of Capital	New	Prof. Kodati Viyyanna Rao
	6	Capital Budgeting	Revision	
	7	Working Capital	Revision	
III		Financing Decisions		
	8	Financial Markets	New	Dr. Anjali C. Ramteke
	9	Sources of Finance	New	Dr. Anjali C. Ramteke
	10	Capital Structure	Revision	
	11	Leverage Analysis	Revision	
IV		Dividend Decisions		
	12	Theories of Dividends	New	Prof. G. V. Chalam
	13	Dividend Policies	Revision	
V		Emerging Issues of Finance		
	14	Behavioural Finance	New	Dr. Anjali C. Ramteke
	15	Financial Restructuring	New	Prof. Kodati Viyyanna Rao

Course Editor: Prof. G. V. Chalam



COURSE-3: WORKING CAPITAL MANAGEMENT (MMPF-001)

Note: Illustrations and exercises are to be added, wherever necessary

Block	Unit	Title	Status	Writer
I		Concepts and Determination		
	1	Conceptual Framework	Revision	
	2	Operating Environment of Working Capital	Revision	
	3	Determination of Working Capital	Revision	
II		Management of Current Assets		
	4	Management of Receivables	Revision	
	5	Management of Cash	Revision	
	6	Management of Marketable Securities	Revision	
	7	Management of Inventory	Revision	
III		Financing of Working Capital		
	8	Theories and Approaches	Revision	
	9	Payables Management	Revision	
	10	Bank Credit – Principles and Practices	Revision	
	11	Other Sources of Short Term Finance	Revision	
IV		Working Capital Management: Issues and Practices		
	12	Working Capital Management in SMEs	New	Prof. G. V. Chalam
	13	Working Capital Management in Large Companies	New	Prof. G. V. Chalam
	14	Working Capital Management in MNCs	New	Prof. Kodati Viyyanna Rao
	15	Case Studies	New	Prof. Kodati Viyyanna Rao

Course Editor: Prof. Kodati Viyyanna Rao

Anjali . R
11th Jan '2021