



PROGRAMME GUIDE

Master in Business Administration in Health Care and Hospital Management Programme (MBAHCHM)

**School of Health Sciences
Indira Gandhi National Open University
Maidan Garhi, New Delhi-110 068
2026**

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1. THE UNIVERSITY

Introduction

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

- ✓ Democratising higher education by taking it to the doorsteps of the learners
- ✓ Providing access to high quality education to all those who seek it irrespective of age, region, religion and gender
- ✓ Offering need-based academic programmes by giving professional and vocational orientation to the courses
- ✓ Promoting and developing distance education in India
- ✓ Setting and maintaining standards in distance education in the country as an apex body.

Prominent Features

IGNOU has certain unique features such as:

- International jurisdiction
- Flexible admission rules
- Individualised study: flexibility in terms of place, pace and duration of study
- Use of latest information and communication technologies
- Nationwide student support services network
- Cost-effective programmes
- Modular approach to programmes
- Resource sharing, collaboration and networking with conventional Universities, Open Universities and other Institutions/Organisations
- Socially and academically relevant programmes based on students need analysis
- Convergence of open and conventional education systems

Important Achievements

- Emergence of IGNOU as the largest Open University in the World.
- Recognition as Centre of Excellence in Distance Education by the Commonwealth of Learning (1993).
- Award of Excellence for Distance Education Materials by Commonwealth of Learning (1999).
- Dedicated 24x7 hour Educational TV Channel 'Gyan Darshan' and Gyan Vani FM Radio. IGNOU is the nodal agency for these channels and regular transmissions are done from the Electronic Media Production Centre (EMPC), IGNOU. Student enrolment has doubled in four years from 1.5 million to around 3 million.
- UNESCO declared IGNOU as the largest institution of higher learning in the world in 2010.
- Awarded A++ grade by National Assessment and Accreditation Council (NAAC) on 19th January 2021
- Ranked first under the category CFIs (Non- Technical) in the Atal Ranking of Institutions on Innovation Achievement (ARIIA) 2021
- Largest network of learning support system.

- Declaration of Term-end result within 45 days.

The Schools of Studies

With a view to develop interdisciplinary studies, the University operates through its Schools of Studies. Each School is headed by a Director who arranges to plan, supervise, develop and organise its academic programmes and courses in coordination with the School staff and different academic, administrative and service wings of the University. The emphasis is on providing a wide choice of courses at different levels. The following 21 Schools of Studies currently are in operation:

1. School of Humanities (SOH)
2. School of Social Sciences (SOSS)
3. School of Sciences (SOS)
4. School of Education (SOE)
5. School of Continuing Education (SOCE)
6. School of Engineering and Technology (SOET)
7. School of Management Studies (SOMS)
8. School of Health Sciences (SOHS)
9. School of Computer and Information Sciences (SOCIS)
10. School of Agriculture (SOA)
11. School of Law (SOL)
12. School of Journalism and New Media Studies (SOJNMS)
13. School of Gender and Development Studies (SOGDS)
14. School of Tourism and Hospitality Service Management (SOTHSM)
15. School of Interdisciplinary and Trans-disciplinary Studies (SOITS)
16. School of Social Work (SOSW)
17. School of Vocational Education and Training (SOVET)
18. School of Extension and Development Studies (SOEDS)
19. School of Foreign Languages (SOFL)
20. School of Translation Studies and Training (SOTST)
21. School of Performing and Visual Arts (SOPVA)

Organizational Structure of IGNOU

The broad organisational structure is given in Fig 1. As already mentioned in the section above, there are 21 Schools in the University. In addition to the various schools there are various divisions and centres. Some of these are administrative divisions while others assist the schools in the development and the delivery of the academic programmes. Some of the support divisions are the Student Registration Division, Student Evaluation Division, Regional Services Division and Material Distribution Division.

Organisational Structure of Indira Gandhi National Open University

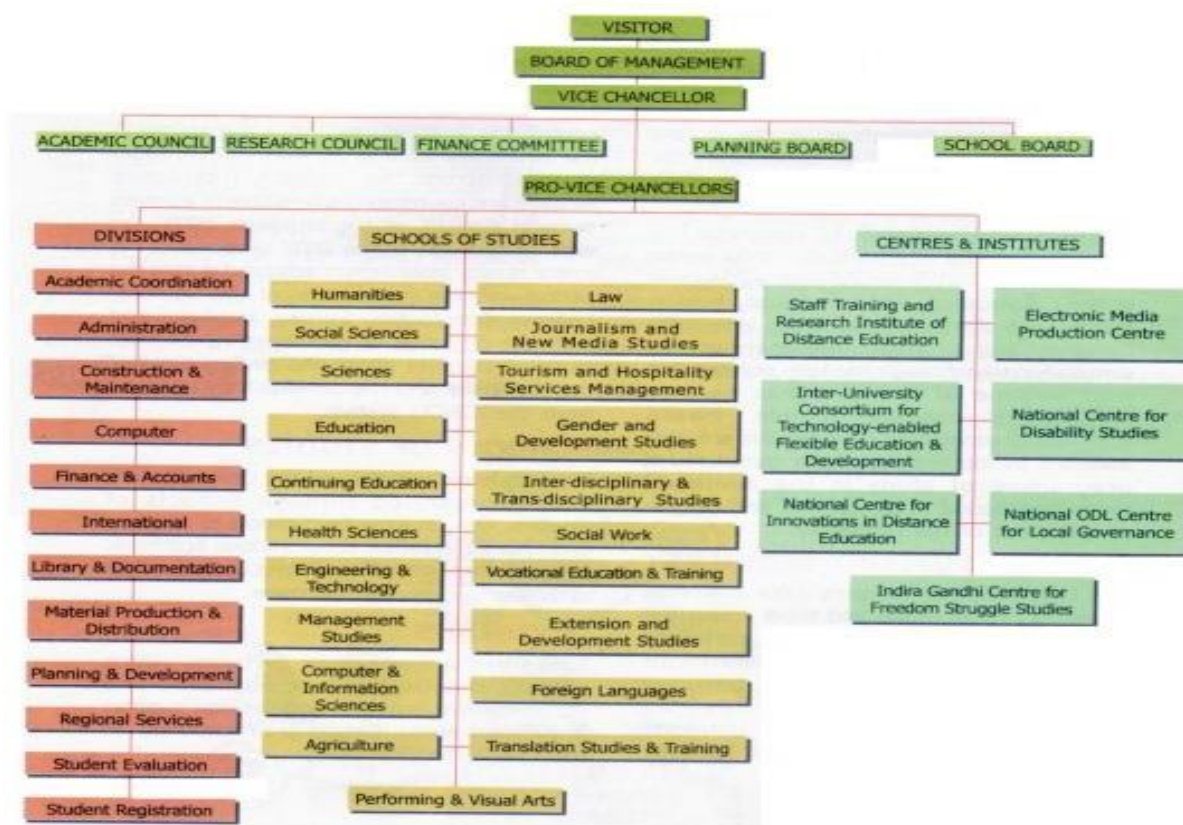


Fig. 1: Broad Organisational Structure of IGNOU

School of Health Sciences

The School of Health Sciences (SOHS) was set up with the objective of augmenting educational avenues and for providing in-service training for medical, nursing, paramedical and allied personnel through the distance education mode.

The School is a pioneer in developing competency-based programmes in various disciplines of Health Sciences. Innovative approaches in Medical and Nursing programmes includes hands-on training which is provided through diversified approach of a network of medical and nursing colleges and district level hospitals. Most of these programmes are skill based programmes aimed at improving the knowledge and skills of inservice health personnel.

To achieve this, the School has been collaborating and jointly developing and offering academic programmes, with various National and International organizations like World Health Organization (WHO), Ministry of Health and Family Welfare (MoHFW), National AIDS Control Organisation, Indian

Nursing Council (INC) etc. Various programmes also receive sponsorship from organizations like, DGAFMS, DGHS, ICMR, ESIC, NDRF, BSF, CAPF, Government Medical Colleges, AIIMS, State Government etc.

Ongoing Programmes of SOHS include

Doctoral Degree Programmes

Doctor of Philosophy in Nursing (Ph.D.(N))

Bachelor's Degree Programme

Bachelor of Science in Post Basic B.Sc. Nursing (BScN(PB))

Post Graduate Diploma Programmes

Post-Graduate Diploma in Maternal and Child Health (PGDMCH)

Post-Graduate Diploma in Geriatric Medicine (PGDGM)

Post Graduate Certificate Programmes

Post Graduate Certificate in Medical Management of CBRNE Disasters (PGCMDM)

Diploma Programme

Diploma in Critical Care Nursing (DCCN)

Certificate Programmes

Certificate in Geriatric Health and Care

Certificate in Community Health

Certificate in Maternal and Child Health Nursing

Certificate in Newborn and Infant Nursing

Certificate Programme in Yoga

Certificate in Health Care Waste Management

Certificate in Adolescent Health and Counselling

Certificate in Home Based Health Care

Certificate in First Aid

Introduction of the MBA (Health Care and Hospital Management) [MBAHCHM]

Welcome to the MBA (Healthcare and Hospital Management) [MBAHCHM] programme, a transformative journey designed for aspiring leaders eager to make a significant impact in the evolving healthcare and hospital management sector. In today's complex and dynamic healthcare landscape, the need for skilled

professionals who can seamlessly integrate business acumen with clinical expertise has never been more critical. Our programme addresses this demand by offering a comprehensive curriculum that blends core business principles with specialized knowledge in healthcare management.

Through this program, students will gain a deep understanding of healthcare systems, hospital administration, and strategic management, all while developing essential skills in leadership, financial management, and operational efficiency. Our coursework is crafted to provide insights into the latest healthcare trends, technologies, and regulatory challenges, ensuring that graduates are well-equipped to navigate and lead within this fast-paced industry.

Our faculty comprises seasoned experts and industry practitioners who bring real-world experience and academic rigor to the classroom. This hands-on approach is further enriched by practical learning opportunities, including internships and case studies, which allow students to apply theoretical knowledge to real-world scenarios.

By the end of this program, graduates will emerge as innovative leaders, prepared to tackle the complex challenges of healthcare management with strategic vision and operational expertise. Whether you aspire to lead a hospital, manage a healthcare organization, or drive policy changes, the MBA in Healthcare and Hospital Management will equip you with the tools and knowledge to excel in this vital sector.

At present programme is offered only in English medium.

Admission: Programme is offered in both January and July sessions. Learners can take admission from any of the 57 Regional Centres of IGNOU.

Duration of the Programme: The programme can be completed in a minimum duration of two years; and maximum duration of four years. The learners are required to complete the programme in 4 semester of six months each. The learners are required to re-register in every semester (like 2nd semester, 3rd semester and 4th semester) to proceed for completing the programme. One can re register in the semester even if the earlier semester courses have not been completed, since all courses need to be completed before the end of 4 years maximum allowed period for the student.

Objectives of the Programme:

After completion of the MBAHCHM Programme you should be able to:

- Identify and analyse key issues in the effective management of national and international healthcare institutions.
- Demonstrate leadership and teamwork competencies.
- Project national and global thinking and cross-cultural understanding in the healthcare domain.
- Communicate effectively with all stakeholders for multidisciplinary team management to achieve quality health care, social responsiveness and ethics.
- Adopt the latest technologies in the context of hospitals and healthcare.

- Develop innovative and evidence-based practices in health care management through analytical and practical approaches using research on emerging and ongoing business challenges in health care administration.
- Specific Skills and Competencies expected after undertaking the programme:
- acquire theoretical knowledge and develop practical skills to apply a scientific approach to management of people, materials, finance, communication organising work and managing resources.
- learn modern management techniques like inventory control, economic order quantity (EOQ), operational research, organisational development, management information system etc.
- plan how to face the problems of hospital management, and learn problem-solving and decision-making methods.
- assess the clinical and non-clinical needs of patient care, understanding the administrative and technical of requirements physicians and paramedical personnel.
- apply the principles and functions of general management to various services to maximize efficiency.
- learn planning and designing needs of physical facilities of hospitals.
- learn the principles and practices of health management and its interactive roles with medical care in hospitals.
- use the epidemiological techniques to study the prevalence of diseases and its pattern in the community to plan health care services.
- learn to utilize biostatistics in planning, decision-making, professional services review, and medico-administrative research. All the courses are contemporary, cover diverse areas of study in business, and management with special reference to health care and are relevant to the present day needs. It is uniquely designed for both fresh graduates and working personnel.

Eligibility of the Programme: Passed Bachelor Degree of Minimum 3 years duration with at least 50% marks (45% in case of candidates belonging to reserved category as per the norms of Govt. of India).

Programme Package

The program package consists of multiple media which includes self-instructional course material in the form of booklets. Students can choose hard copies of the course material and can also access the softcopy of the same from eGyanKosh, which is the digital repository for IGNOU course material. Regular teleconferencing sessions are held where the students get an opportunity for live interaction with subject experts. These sessions can be viewed from Gyan Darshan and are also live-streamed on YouTube. They are also available as YouTube videos after the sessions are over. The respective Regional Centres organise Academic Counselling classes through online and offline modes. Students are required to undergo face-to-face hands-on practicals at an IGNOU-designated learner support Centre or work Centres for a period of 10 days followed by a practical term-end examination. Students are also required to undertake assignments for all the courses and appear for theory term-end examinations for the respective courses at the end of each semester.

You are also required to undertake a project in the 3rd semester and three months internship at 4th Semester. Details regarding the practicals, project and internship are given in subsequent sections.

Programme Structure

SN	Semester	No of Courses	Pure management courses Credits	Specialisation Courses Credits	Practical (Specialisation course) Credits	Project credits	Internship (Credits)	Total Credit
1	Semester 1	7 core courses	28	0				28
2	Semester 2	7 core courses	28	0				28
3	Semester 3	4 core courses, 1 Project and 1 Practicum		16	6	6		28
4	Semester 4	5 core courses and 1 Internship		20			8	28
	Total Credit							112

In IGNOU parlance, the study hours are measured in credit system. One credit is equivalent to 30 learning hours. Each theory booklet is called a block, which consists of three to six chapters called units. Usually, each block represents one credit. The block on practical manual is meant for guidance in hands-on-training and the block of practical manual is not equivalent to one credit.

The MBA Programme consists of 26 courses in all and includes:

- Fourteen (14) Core courses (from MMPC-001 to MMPC-014)
- Nine (09) courses from specialisation area (From MHH 011 to MHH 019)
- One (01) Practical course (MHHL 020) has 6 credits
- One (01) Project course (MHHP-021) has 6 credits
- One (01) Internship course (MHHT 022) has 8 credits

All courses are mandatory in nature. There is no optional or elective course in this programme.

The detailed programme design is given in the table below, highlighting the course per semester.

In order to get an MBAMCHM degree, a student has to complete 26 courses with a total credit weightage of 112 credits.

Course Code	Name of the course	Nature of Course	No. of Credits
	Semester I		
MMPC 001	Management Functions and Organisational Processes	Theory	4
MMPC 002	Human Resource Management	Theory	4
MMPC 003	Business Environment	Theory	4
MMPC 004	Accounting for Managers	Theory	4
MMPC 005	Quantitative Analysis for Managerial Applications	Theory	4
MMPC 006	Marketing Management	Theory	4
MMPC 007	Business Communication	Theory	4
	Semester II		
MMPC 008	Information Systems for Managers	Theory	4
MMPC 009	Management of Machines and Materials	Theory	4
MMPC 010	Managerial Economics	Theory	4
MMPC 011	Social Processes and Behavioural Issues	Theory	4
MMPC 012	Strategic Management	Theory	4
MMPC 013	Business Laws	Theory	4
MMPC 014	Financial Management	Theory	4
	Semester III		
MHH 011	Hospital planning and Administration	Theory	4
MHH 012	Clinical and Diagnostic Services	Theory	4
MHH 013	Support and Utility Services	Theory	4
MHH 014	Health Care Delivery System -an Overview	Theory	4
MHHL 020	Practicum	Practical	6
MHHP 021	Project	Practical	6
	Semester IV		
MHH 015	Health Economics	Theory	4
MHH 016	Operations management in health care	Theory	4
MHH 017	Supply Chain Management	Theory	4
MHH 018	Legal and Ethical Aspects in Healthcare Management	Theory	4
MHH 019	Emerging issues in Health Care Management	Theory	4
MHHT 022	Internship	Internship	8
Total Credits			112

Scheme of Study

In the distance education system, in addition to self-learning, academic counselling sessions are held to facilitate the learning process of learners. In this programme, under the practicum course, compulsory contact sessions are organized. Undertaking a project and undergoing an internship are also

compulsory components of this programme. Learners must read the respective manuals/guide.

HOW TO STUDY?

We shall learn in the following subsections how to study the different components of the programme.

Theory Component

The learners of distance education system are adult learners. Hence, the self-instructional materials are written with the objective and style so as to make the reading interesting and easily understandable. A schematic representation of the design of units is given below to facilitate your access to the contents.

Unit X*

Objectives

Introduction

Section 1 (Main Theme)

Sub-section 1 of Section 1

Sub-section 2 of Section 1

.....

.....

Check Your Progress

Section 2 (Main Theme)

Sub-section 1 of Section 2

Sub-section 2 of Section 2

.....

.....

Check Your Progress

| | | |

| | | |

X.m Let Us Sum Up

X.n Answers to Check Your Progress

* 'X' stands for the serial number of the unit concerned.

As the scheme suggests, we have divided the units into sections for easy reading and better comprehension. Each **section is indicated distinctly by bold capital letters** and each sub-section by relatively smaller but bold letters. The significant divisions within sub-sections are in still smaller but bold letters so as to make it easier for you to see

their place within sub-sections. For purposes of uniformity, we have employed the same scheme of divisions in every unit throughout the programme.

Please start reading from the very beginning of the block i.e. Block Introduction and then go through the units. In each unit read the objectives, introduction and then the text. The objectives articulate briefly:

- What we have presented in the unit, and
- What we expect from you once you complete working on the unit.

The last section of each unit under the heading 'Let Us Sum Up' summarises the whole unit for purposes of recapitulation and ready reference. We have self-check exercises under the caption 'Check Your Progress' at a few places in each unit. Do not skip these exercises. The answers to these exercises are mentioned at the end of the unit.

What, perhaps, you would do is to go through the units and jot down important points as you read in the space provided in the margin. ***Broad margins in the booklets are there for you to write your notes on.*** Make your notes as you work through the materials. This will help you prepare for the examination as also in assimilating the content. Besides, you will be able to save on time. Do use these margins. This will help you keep track of and assimilate what you have been reading in the unit, answer the self-check exercises and the assignment questions and easily identify the item(s) to be clarified.

We hope that we have given enough space for you to work on the self-check exercises. The purpose of giving self-check exercises will be served satisfactorily if you compare your answers with the possible ones given at the end of each unit after having written your answer in the blank space. **You may be tempted to have a glance at answer(s)** given at the end of the unit as soon as you come across an exercise. But we do hope that you will overcome the temptation and turn to these answers only after you write yours.

These exercises are **not** meant to be submitted to us for correction or evaluation. Instead, the exercises are to function as study tools to help you keep on the right track as you read the units.

The units are designed in such a way that the contents of later units are based upon the contents of initial units. If you have not understood or followed a unit properly, please read it again before reading the next one because; it may be difficult to follow the later units without a proper understanding of the first one. Wherever you face problem in understanding the content, please make note of it and put that question to your counsellor during the counselling sessions at the PSC/LSC. You can also informally clear your doubts whenever you come in contact with your counsellors at PSC/LSC/SDC without any hesitation.

The reference books are listed for those who want to know further about the subject. But for your purpose, it should be sufficient if you have understood the contents thoroughly. Please note that all the questions either in assignments or in term-end examination will be from the syllabi as mentioned in this guide. You will have to write the assignments related to each block as mentioned later on.

Academic Counselling Sessions

Academic sessions are organized by the Regional Centres and the School of Health Sciences. Some of the sessions are face-to-face while others are held through online mode using Google Meet or zoom etc. other platforms. The online classes are recorded, and the recordings are shared with the students.

Practical Component

Allotment of LSC

All students enrolled in the programme will be allotted a Learner Support Centre (LSC) where the student support will be provided.

Since the courses of the first and second semester are common for all the MBA Programmes being offered by IGNOU, you will share the LSC with the student perusing other MBA Programme.

For the practicum course of the third semester, you are required to undergo hands-on face-to-face training of 10 days in an identified and notified centre established in a medical college or hospital. This will be designated your work centre for the MBAHCHM practical. The list of the work centre under the respective regional centre is available in the **Appendix B**. As more and more work centres are established the updated list is shared with the students of 3rd semester on re-registration.

Learners admitted under Regional Centres having an LSC/WC under their jurisdiction will be required to undertake their practicals in these centres. Learners admitted to Regional Centres that do not have an LSC/WC under their jurisdiction can opt for a centre from among the list, subject to availability of seat.

Training for Practical Course (MHHL 020)

You are also required to undertake a practicum course of 6 credit in 3rd semester.

The contact session of 10 days will be organised by the work centre for the MBAHCHM practicum. These 10 days can be completed in one continuous spell or two spells of five days each. The exact date of the contact session/s are decided and communicated by the work centre to the students. The learners are required to arrange for their own accommodation and transport to the work centre for practicum. Please also note that the if number of students opting for the practical contact session are less than 5, then students of neighbouring LSC would be clubbed together.

The suggestive plan for the 10 days practical is provided in **Appendix B**. All centres have the flexibility to customise this plan as per their local resources and infrastructure. Please note that there are 3 supervised sessions per day. The students are also required to record all the activities and discussions in the log book provided.

Please carry your log book every day to your work centre during your contact session, and record all activities in the log book daily. These records will be the objective proof of your actual performance and learning. If a particular activity is not duly signed by the counsellors, then it would not be considered for internal assessment and hence will fetch you a low score. Please note, you ***must carry the log-book along with you to the term-end practical*** examination, which would be returned to you at the end of the practical examination. Further, you need to abide by the rules and regulations of the work centre.

After the ten days of practical training, you need to go through the term-end practical examination in the work centre. The date will be decided by the coordinator of the work centre. The 10 days contact session is compulsory and you are required to have full attendance during the contact session to be eligible to appear in the term-end examination.

Please ensure that you make payment for the practical evaluation through the online term-end examination form available in the IGNOU website with 31st March and 30th September being the last dates (which may be extended time to time).

Pay the examination fee in the semester when you will be attending the practical contact session and the exam, since the fee cannot be carried forward

Project Course (MHHP 021)

You are also required to undertake a project of 6 credits in 3rd semester.

Kindly go through the Project Guide, which provides you the steps and guidelines for completing your Project.

Select your project supervisor and project title. You need to submit your project synopsis in a hard copy to your regional centre for onward transmission to the School of Health Sciences for approval. Complete your project and submit to the SED for evaluation.

Please ensure that you make payment for the project evaluation through the online term end examination form available in the IGNOU web site with 31st March and 30th September being the last dates (which may be extended time to time).

Pay the examination fee in the semester when you are submitting your project report, since the fee can not be carry forward.

Training for Internship Course (MHHT 022)

You are required to undertake an internship of 8 credits in the 4th Semester to be completed over a three months period. Internship is compulsory for all students irrespective of their past hospital experiences.

Kindly go through the Internship Manual which provides you the steps and guidelines of completing your internship.

Select your internship supervisor and institution for internship as per the guidelines. You need to take approval of place of internship from the School of Health Sciences and the internship supervisor from the Regional Centre. Complete your internship and submit to the Regional Centre for evaluation.

Please ensure that you make payment for the internship evaluation through the online term-end examination form available in the IGNOU web site with 31st March and 30th September being the last dates (which may be extended time to time).

Pay the examination fee in the semester when you plan to submit your internship report, since the fee cannot be carry forward.

Video Component

Videos and video recordings of teleconferencing classes are made available on the EMPC You Tube Channel to help you comprehend the subject better. Videos are also uploaded on YouTube. You can view them by visiting the e-gyankosh repository of IGNOU and searching under School of Health Sciences (<http://egyankosh.ac.in/handle/123456789/18>) or through You-Tube directly by searching for 'YouTube video MBAHCHM'. All the theory counselling sessions recordings are also available on the Regional Centre Websites of the respective Regional Centres.

Learner Information System

Induction Meeting

An induction meeting is held in the beginning of the session. This could be conducted online (through the web conferencing mode) channel-based teleconferencing or to the Regional Centre as planned by IGNOU. You are given orientation about the IGNOU system and told about your roles and responsibilities while undergoing the MBAHCHM programme. You will receive information regarding this from your regional centre/programme coordinator in SOHS.

Information by Coordinator of the Learner Support Centre/Work Centre

The Coordinator provides information on different activities either himself or through by Regional Centre or by the School from time to time.

Information by Regional Centre

Some of the information is sent to you by the Regional Centre regarding the activities, like counselling sessions, approvals of supervisor of internship, approval of project synopsis, re-registration etc.

Information from Headquarters

Information related to admission, evaluation and material distribution is sent directly from the respective divisions located at headquarters. You could also communicate directly to these divisions. However, in case of any problem, you could inform the Regional Centre/coordinator/SOHS as the case may be.

Interaction with Programme Coordinator at Headquarters

You could interact with your programme coordinator through e-mail on any of the administrative or academic problems related to the programme.

Information through Teleconference

Some of the important announcements regarding last date for Assignments, Projects and the schedule of next teleconference are made through scrolls during the transmission. The Monthly Schedules of Gyan Darshan & Teleconference are available on IGNOU website www.ignouonline.ac.in/Gyandarshan. However, this information is available on website. You could attend the teleconference at any of the places linked by Gyandarshan (GD-1) channel or at your residence if you have DTH (direct to home) connection. The Gyan Darshan TV can be watched in the following channel:



Information through Gyan Vani

Gyan vani is an educational FM radio channel with a frequency 105.6 Mhz. several FM radio stations each covering a radius of about 70 km. You can interact during the live Interactive Radio Counselling. You can broadcast through toll free number. Please contact your regional centre for details. The programme on Gyan Vani are also being simulcast through Gyan Dhara an internet based streaming through following Toll Fee Numbers:

Toll Fee Gyan Vani	Toll Free Gyan Dhara
1800 112 2346	1800 112 2346
011-29536131 011-29533581 011-29533103	011-29532844

Information from Website

All the latest information like, last date of submission of assignments, extension of submission of term end examination form, last date of submission of project, date and extension of re-registration etc. are provided in the website of IGNOU (<http://www.ignou.ac.in>). You can access it as and when required.

Information from Learner Support Service centre

Any type of unsolved problems could be sent to the student support service centre

Learner Responsibility

Providing Correct Contact details

You will be communicated by IGNOU about various activities and guidelines from time to time. Ensure that your e-mail, mobile number and postal address is correctly recorded with IGNOU. You can verify this on IGNOU website by clicking the learner support and the Registration status.

You should also provide your enrollment number and Learner Support Centre name and code whenever you want to correspond with any officials of IGNOU so that you could be replied timely and properly.

Mostly communication will be sent by an email. Further, we also send a few communication by google classroom, WhatsApp group and SMS etc.

Travel and Stay in Relation to Programme

The admission fee covers only the expenses towards study material, counselling, practical activities at LSC/Work centre hence, cost towards your stay and travel in relation to the programme during the practical spells, examination, teleconference etc. has to be borne by you.

Log-book Maintenance

You will maintain the log-books for practical courses.

Attendance in Practical Contact Session

The practical spell/s are compulsory. However, you have the option to complete the programme over a period of 4 years (i.e. till the registration period remains valid). The **attendance for all days of the spell is compulsory**. If you are not able to attend the spell with your current batch then you can attend the spell with a subsequent batch.

Timely Submission of Assignments

The submission dates are mentioned in the assignment. You should submit your assignments before taking the term-end theory examination. You need to visit the respective regional centre website for the address and guidelines of the submission of assignment (hard copy or soft copy).

Filling of Term-end Examination Form

You will have to fill up the details of the *theory courses, project, internship and practicum in the term-end examination form*. This form is available in IGNOU website and submitted online for which the required fee per course has to be paid as per guidelines. The last date for submitting the term end examination form **is March 31st /September 31st for the June/December**

examination or as intimated from time to time on IGNOU Website.

You may also have the option to submit at a later date with payment of late fee. For practical term-end examination the form is to be submitted to the PIC for which no separate fee to be paid. After successful submission of Examination Form, you will receive an acknowledgement slip with the details of, Control Number, Course Code, Date and Session. You should retain the auto generated Control Number for reference and record.

Information on Term-end Theory Examination Date Sheet

The term-end theory examination date sheet gets displayed by the month of February/August for June/December examination respectively. This date sheet is helpful for the students to plan in advance for their term end theory examination.

IGNOU Website

You can get the details of information about IGNOU from the website (www.ignou.ac.in). If you face any problem or have any doubt, you should e-mail to the programme coordinator.

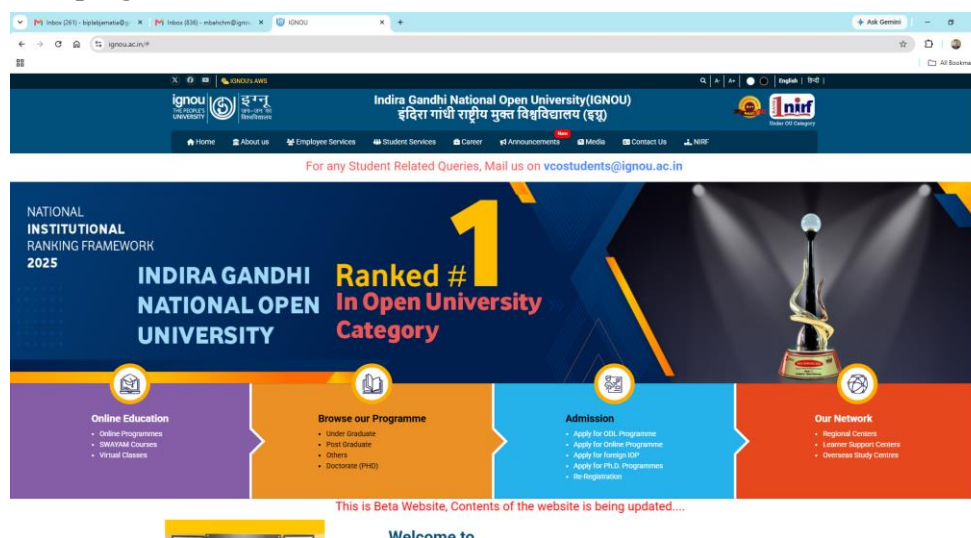


Fig. 1 : Web page of IGNOU Website

The screen of the homepage is mentioned in Fig.1. Please click the respective icons about which you want further information. For example, if you want information on School of Health Sciences, click on the word About us and then on **Schools of studies and then School of Health Sciences**; similarly if you want information on a specific regional centre, click on **Regional Network**. If you want information on Gyan Darshan, Gyan Vani and other Audio Video Programme details, click on **Electronic Media Production Centre (EMPC)** after clicking About IGNOU and then Institutes/centres/cells/Units.

As a learner of IGNOU, you will be interested to know your examination date sheet, term-end theory result, grade card, your correspondence address as recorded at IGNOU Headquarters and the status of the print materials that you are supposed to be provided in the beginning of the session. In addition, you may be interested in downloading information like old question papers, fresh assignments etc. All these information related to learner learning process is clubbed together which could be accessed by clicking on the word **Student Services**. Once you click on this word, you will be automatically guided for subsequent search.

You may also notice some information rolling on the screen of the home page. This information is usually displayed periodically according to its relevance. For example, facility for online filling of theory term-end forms will appear only in the month of March or September. Special information like declaration of result, rescheduling of examination etc. are displayed as applicable from time to time. You should click on these matters to know more details.

HOW WILL YOU BE EVALUATED FOR THE CORE COURSES?

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

ASSIGNMENTS

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

The main purpose of assignments is to test your comprehension of the learning materials you receive from us and also to help you get through the courses. The information given in the printed course materials should be sufficient for answering the assignments. Please do not worry about the non-availability of extra reading materials for working on the assignments. However, if you have easy access to other books, you may make 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 along with 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 the 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 along with a copy of the assessment sheet containing comments of the 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 a pass grade in any assignment, you have to submit it again. For this, you have to ask for/obtain a fresh set of assignments for that course, applicable to that particular semester. However, once you get the pass grade in an assignment, you cannot re-submit if for improvement of grade. Assignments are not subject to re-evaluation except for factual errors, if any, committed by the evaluator. The discrepancy noticed by you in the evaluated assignments should be brought to the notice of the coordinator of the Learner

Support Centre, so that the correct score is forwarded by him to the Student Registration & Evaluation Division at Headquarters.

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

INSTRUCTIONS FOR ASSIGNMENTS

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

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

Enrolment No:
Name:
Address:
Signature:
Date:
Programme Title:
Course Code:
Course Title:
Assignment Code:
(As printed on assignment
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. Typed assignments will be not accepted in this programme. 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. Please read the dates of the assignments before you start working on them.

Evaluation

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

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

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

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

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

assignment of that course. It is suggested to fill the online examination form to get the nearest examination centre. It is because, every examination centre has a limited number of seat for each day of examination. If the maximum number of seats in the particular examination center is already filled then you may not get the seat in that particular examination center and in such situation may may be offered a seat in a examination centre which may be far for your place.

c) Internal Evaluation of Practical Courses (Weightage 50%)

The internal evaluation component of practical courses will have 50% weightage (50 marks). Evaluation will be based on activities conducted during the contact session and marks as per the details/rubrics given in the log books.

Students will have to pass in the internal evaluation of the practical course separately to be eligible for the term-end practical examination for the course.

Practical Term End Examination (Weightage 50%)

A practical term end examination will be conducted after the completion of the 10 days contact session. To become eligible for appearing in term-end practical examination, a student should fulfil the following criteria

1. Have completed the 10 days contact spell and submitted the logbook for practical courses so that internal evaluation of practical component can be done.
2. Passed in the internal assessment
3. Made payment for the practical course during the submission of the online term end examination form

Please note that there should be a minimum of 5 students for the exam. In case the number of students are less than 5, students will be given the choice of appearing for the exam in another centre anywhere in the country where the exam is due.

Details for Practical examination

There will be 1 practical exam for MHHL-020.

Please note that appearing in theory paper is not a prerequisite for appearing in practical component.

The pattern of the exam is given below

- One long case (20 marks)/2 short cases (10 marks each)
- Five spots (10 marks)
- Viva-voce (20 marks)

The suggestive long and short cases provided in Appendix

Conduction of term-end practical Examination

Examination will be conducted for the maximum 40 students, over a period of 2 days with one external and one internal examiner, or in one day with two external and two internal examiners. In case the number of students is less than 20, the examination can be conducted in one day. If number of students opting for appearing in term-end practical examination are less than 5, in a particular centre, then students of neighbouring LSC would be clubbed together.

Examiners

The internal examiners will be from the same LSC and the external examiners will be the counsellors from other LSCs or from national pool of examiners. Their names will be finalized in consultation with the School.

Calculation of Grades

Initially each component of the continuous and term end examination will be given marks and converted to grade.

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%

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

A = Excellent

B = Very Good

C = Good

D = Satisfactory

E = Unsatisfactory

Further for the kind information that for successfully qualifying a course (Practicum MHHL 020 in this case), a student will have to obtain an overall 'C' grade (combining the grade of continuous and term end practical examination) for the successful completion of the course.

It needs to be noted that if in any component grade is E then the candidate needs to repeat the component (continuous or term end practical examination)

The same grades will be entered in the final marksheet of the continuous and term end practical examination for submitting to respective Regional Centre of IGNOU.

For successfully qualifying a course, a student will have to obtain an overall ‘C’ grade for the successful completion of that course.

FREQUENTLY ASKED QUESTIONS

Question 1: Can I switch to another MBA programme like MBA in HR after completing the first and second semesters of the MBAHCHM programme, since the courses in these semesters are the same for both programmes?

Answer 1: No, as per IGNOU's rules, there is no provision for lateral entry into another MBA programme at present. You may however visit the IGNOU website from time to time for any change in rules.

Question 2: Is it possible to exit the MBAHCHM programme after completing the first and second semesters?

Answer 2: No. There is no such policy in IGNOU till date.

Question 3: I have completed the PGDHHM programme. Am I eligible for lateral entry into the MBAHCHM programme?

Answer 3: No, students who have completed the PGDHHM programme are not eligible for lateral entry into the MBAHCHM programme.

Question 4: Does the MBAHCHM programme include practical training?

Answer 4: Yes, the programme includes 10 days of face-to-face practical training at designated IGNOU practical training centres, typically conducted in hospitals or medical colleges.

Question 5: Is there a project component in the MBAHCHM programme?

Answer 5: Yes, students are required to complete a project during the third semester. The project protocol or synopsis must be approved by IGNOU before starting the project.

Question 6: How should I proceed with the project under the MBAHCHM programme?

Answer 6: Students must follow the project guidelines provided by the School of Health Sciences (SOHS). Detailed steps are outlined in the project guide.

Question 7: Is there an internship component in the MBAHCHM programme? If so, what are the details?

Answer 7: Yes, students must complete a three-month internship in the fourth semester at an IGNOU-approved healthcare institution or industry. No stipend is provided. Students may undertake the internship and project at their own workplace or at a healthcare institution that meets the criteria specified in the internship manual and project guide.

Question 8: Will IGNOU provide study materials to students?

Answer 8: Yes, IGNOU provides study materials to students. If there is delay in getting study materials then student can write email to registrarmppdd@ignou.ac.in .

Question 9: I initially opted for online study materials but now I need hard copies. How can I obtain them?

Answer 9: Students who wish to obtain hard copies of study materials must purchase them from the Material Production and Distribution Division (MPDD) of IGNOU by visiting the designated centre in person.

Question 10: Are there any theory classes for MBAHCHM students?

Answer 10: Yes, online theory sessions will be conducted. Details will be provided by the respective regional or nodal centre.

Question 11: What is the last date of submission of online assignment?

Answer 11. Please check your assignments question paper and IGNOU website to know about the last date of submission.

Question 12: How can we get assignment question?

Answer 12. You can download assignment question at IGNOU website i.e. www.ignou.ac.in (<https://www.ignou.ac.in/studentService/download/assignments>). If assignment questions are not available, email/ contact the concerned school of study or programme coordinator of your course. Assignment questions are uploaded on website by concerned schools.

Question 13: Can Assignment responses be submitted in typed format?

Answer 13. Assignment responses should always be handwritten. They can be written in ruled or unruled paper. They can write back to back or only one side of the page. They should bind all pages properly and put page number of the answers of the assignments.

Question 14: How can we do assignments if we do not have A4 size pages and can't get them since in the lockdown period book stores and stationeries are closed?

Answer 14. In case A4 writing paper is not available with you, you may use any kind of writable paper to complete your assignment.

Question 15: What is the procedure for submitting the assignment?

Answer 15. You have to submit your handwritten solved assignment along with a copy of I-card and the assignment question at the allotted study centre.

Question 16: Where do we submit online assignment?

Answer 16. Submit your online assignment directly on the email id provided by your study centre. Please see Regional Centre website for given guidelines and email id/link of your allotted Study Centre. It may be ensured that the assignment responses are not sent to any other email id of the University

Question 17: Can we submit the assignment one by one separately from the same email id?

Answer 17. It is as per guidelines of the respective Regional Centre.

Question 18: Can we email assignments separately if we are not able to attach all assignment together in one email id?

Answer 18. It is as per guidelines of the respective Regional Centre

Question 19: How can we know that we have submitted our assignment online correctly?

Answer 19. If any discrepancy is found in the assignments submitted, it will be returned back to the learner for correction and resubmission.

Question 20: How can we get none updating of assignment award from the previous session?

Answer 20. Please contact your study centre regarding the issue. The pending assignment award updating issue will be resolved.

Question 21: Can students take the term-end theory examination online?

Answer 21: No, term-end theory examinations are conducted in person at designated IGNOU examination centres.

Question 22: Do students need to pay a fee for the term-end theory examination?

Answer 22: Yes, students must pay the examination fee in advance through the IGNOU website. Term end theory examination are conducted June or December every year. Student need to fill online term end theory examination form around two months before the examination.

Question 23: If I have paid the examination fee but could not attend the term-end theory examination due to personal reasons, can I appear in the next session?

Answer 23: Yes, students can appear in the next session (June or December), provided it is within the programme's validity period. However, they must fill out the online examination form again.

Question 24: Can students write the term-end theory examination in Hindi?

Answer 24: Yes, students may write the examination in Hindi.

Question 25: Can I appear for the term-end theory examination without submitting the assignment for a specific course?

Answer 25: No, as per IGNOU rules, students must submit the assignment for a specific course to be eligible to appear in the term-end theory examination for that course.

Question 26: Can I appear for only one theory course in the term-end theory examination out of the seven theory courses in the first semester?

Answer 26: Yes, students can choose to appear for any number of courses in the term-end theory examination within the maximum validity period of four years.

Question 27: How do I register for the second semester of the programme?

Answer 27: Students must complete online re-registration for the second semester before it starts. Typically, re-registration begins 3-4 months prior to the start of the semester. The re-registration link is available on the IGNOU website.

Question 28: Can I appear for all first-semester theory courses in the June 2025 or December 2025 term-end examination?

Answer 28: Yes, students may choose to appear for all first-semester courses in either the June 2025 or December 2025 term-end examination.

Question 29: What is the last date of submission of the assignments?

Answers 29: Last date of the submission of assignments is written on the assignments. However, last date of submission of assignments is announced by the university in its website time to time. Please have a look for the update for the same.

Question 30: How to check the marks of the assignments and term end examination?

Answer 30: Student need to visit to the IGNOU website, then student services and then result. A student needs to enter his/her enrolment number and programme code to see the update of the marks of assignments and marks of term end examination.

Question 31: What to do if the marks are not updated in the IGNOU website?

Answer 31: Normally, the marks are updated within two months period of time. However, if the assignments marks are not updated then student needs to contact study centre/Regional centre where he/she submitted the assignments. If it is regarding the marks of term end examination then he/she should write to the registrarsed@ignou.ac.in.

Question 32: When will I get my Degrees?

Answer 32. The provisional certificate and the grade card will be sent to the registered address of the student. Degrees are given to the successful students during the convocation ceremony organized by the university for a particular academic session. A student needs to fill the convocation form with fee as suggested by the University.

Question 33: Whom to contact?

Answer 33. Email id of the programme coordinator is mbahchm@ignou.ac.in

Question 34: How to contact the IGNOU Regional Centre?

Answer 34. Please find the website of the IGNOU Regional Centre in IGNOU website ([Regional Network](#)). Student can write email to the IGNOU Regional Centre if they want.

Question 35: Can I do practical without doing re-registration in 3rd Semester>

Answer 35. No

Question 36: I have not done re-registration for 2nd semester and 3rd semester. Can I do re-registration in both the semester together?

Answer 36. No

Structure of IGNOU MBA Programme

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

Course code	Course Title	Course code	Course Title
Semester -1 (7 Courses)		Semester-2 (7 Courses)	
MMPC-001	Management Functions and Organisational Processes	MMPC-008	Information Systems for Managers
MMPC-002	Human Resource Management	MMPC- 009	Management of Machines and Materials
MMPC-003	Business Environment	MMPC- 010	Managerial Economics
MMPC-004	Accounting for Managers	MMPC- 011	Social Processes and Behavioural Issues
MMPC-005	Quantitative Analysis for Managerial Applications	MMPC-012	Strategic Management
MMPC-006	Marketing Management	MMPC-013	Business Laws
MMPC-007	Business Communication	MMPC-014	Financial Management
Semester -3 (6 Courses)		Semester -4 (6 Courses)	
MHH 011	Hospital planning and Administration	MHH 015	Health Economics
MHH 012	Clinical and Diagnostic Services	MHH 016	Operations management in health care
MHH 013	Support and Utility Services	MHH 017	Supply Chain Management
MHH 014	Health Care Delivery System - an Overview	MHH 018	Legal and Ethical Aspects in Healthcare Management
MHHL 020	Practicum	MHH 019	Emerging issues in Health Care Management
MHHP 021	Project	MHHT 022	Internship

SYLLABUS OF THE MBAHCHM

MMPC-001: MANAGEMENT FUNCTIONS AND ORGANISATIONAL PROCESSES

Block I: Introduction to Management

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

Block II: Managerial Processes -I

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

Block III: Managerial Processes -II

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

Block IV: Organisational Processes

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

MMPC 002: HUMAN RESOURCES MANAGEMENT

Block I: Introduction to Human Resource Management

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

Block II: Sourcing of Human Resources

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

Block III: Performance and Compensation Management

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

Block IV: Employer –Employee Relations

Unit 12: Employee Engagement Processes

Unit 13: Grievance Handling and Discipline Procedures

Unit 14: Unions and Associations

MMPC 003: BUSINESS ENVIRONMENT

Block I: Introduction to Business Environment

Unit 1: Introduction to Business and Environment

Unit 2: Economic Growth and Development

Unit 3: Socio-cultural and politico Legal Environment

Unit 4: Business Ethics and CSR

Block II: Overview of Indian Economy

Unit 5: Indian Financial System

Unit 6: Industrial Policy Framework

Unit 7: Agribusiness Environment

Block III: Structural Reforms

Unit 8: New Economic Policy

Unit 9: Financial Sector and Fiscal Sector Reforms

Block IV: International Business Environment

Unit 10: International Financial System

Unit I 1: BOP

Unit 12: Foreign Trade

Unit 13: Sources of Global Financing

Unit 14: Technological Environment

MMPC 004: ACCOUNTING FOR MANAGERS

Block I: Accounting: An Overview

Unit 1: Introduction to Accounting

Unit 2: Preparation of Books of Accounts

Unit 3: Financial Statements

Unit 4: Preparation of Final Accounts of Companies

Unit 5: Cash Flow Statement

Block II: Cost Accounting

Unit 6: Understanding and Classifying Costs

Unit 7: Absorption and Marginal Costing

Unit 8: Activity based costing

Block III: Application of Cost Accounting

Unit 9: Cost-Volume-Profit Analysis

Unit 10: Budgeting and Budgetary Control

Unit 11: Variance Analysis

Block IV: Financial Statement Analysis

Unit 12: Understanding Annual Reports

Unit 13: Comparative, Common Size and Trend Statements

Unit 14: Ratio Analysis

Block V: Emerging Issues in Accounting

Unit 15: Human Resource Accounting

Unit 16: Forensic Accounting

MMPC 005: QUANTITATIVE ANALYSIS FOR MANAGERIAL APPLICATIONS

Block I: Data Collection & Analysis

Unit 1: Quantitative Decision Making - An Overview

Unit 2: Collection of Data

Unit 3: Presentation of Data

Unit 4: Measures of Central Tendency

Unit 5: Measures of Variation and Skewness

Block II: Probability & Probability Distribution

Unit 6: Basic Concepts of Probability

Unit 7: Discrete Probability Distributions

Unit 8: Continuous Probability Distributions

Unit 9: Decision Theory

Block III: Sampling & Sampling Distributions

Unit 10: Sampling Methods

Unit 11: Sampling Distributions

Unit 12: Testing of Hypotheses

Unit 13: Chi-Square Tests

Block IV: Forecasting Methods

Unit 14: Business Forecasting

Unit 15: Correlation & Regression

Unit 16: Time Series Analysis

MMPC-006: MARKETING MANAGEMENT

Block I: Introduction to Marketing and Markets

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

Block II: Product and Pricing Decisions

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

Block III: Distribution and Promotion Decisions

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

Block IV: Sectoral Applications and Emerging Issues

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

MMPC-007: BUSINESS COMMUNICATION

Block I: Introduction to Communication

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

Block II: Oral Communication at Work

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

Block III: Written communication at Work

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

Block IV: Communication in Organisation

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

MMPC-008: INFORMATION SYSTEMS FOR MANAGERS

Block I: Information Technology for Managers

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

Block II: Information Systems

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

Block III: Analysis and Computer Languages

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

Block IV: Support Systems for Management Decisions

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

MMPC-009: MANAGEMENT OF MACHINES AND MATERIALS

Block I: Operations Management: Facility Planning

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

Block II: Operation Planning & Control

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

Block III: Planning Design & Value Engineering

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

Block IV: Materials Management

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

MMPC-010: MANAGERIAL ECONOMICS

Block I Introduction to Managerial Economics

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

Block II Demand and Revenue Analysis

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

Block III Production and Cost Analysis

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

Block IV Pricing Decisions

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

MMPC-011: SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

Block I: Introduction to Organisational Behaviour

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

Block – II: Intrapersonal Processes

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

Block – III: Interpersonal and Group Processes

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

Block – IV: Emerging Trends

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

MMPC-012: STRATEGIC MANAGEMENT

Block I: Introduction to Strategic Management

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

Block II: Environmental Analysis

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

Block III: Formulation of Strategy

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

Block – IV: Strategy Implementation and Control

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

MMPC-013: BUSINESS LAW

Block I: Overview of Business Law

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

Block II: Business Forms and Regulations

Unit 3: Companies Act
Unit 4: Partnership Act

Block III: Business Contracts

Unit 5: General Principles of Contracts

Unit 6: International Contracts of Sale

Block IV: Regulations on Financing and Investments of Business

Unit 7: Banking and other allied Regulations

Unit 8: Foreign Exchange Management and related regulations

Unit 9: Insolvency and Bankruptcy

Block V: Intellectual Property and Data Management

Unit 10: Intellectual Property Rights

Unit 11: Data Protection and Privacy

Block VI: Sustainability and Business

Unit 12: Environment Protection and Sustainability

Unit 13: Competition Law

Unit 14: Consumer Protection

MMPC-014: FINANCIAL MANAGEMENT**Block I: Financial Management: An Overview**

Unit 1: Financial Management: An Introduction

Unit 2: Time Value of Money

Unit 3: Risk & Return

Unit 4: Valuation of Securities

Block II: Cost of Capital and Investment Decisions

Unit 5: Cost of Capital

Unit 6: Capital Budgeting

Unit 7: Working Capital

Block III: Financing Decisions

Unit 8: Financial Markets

Unit 9: Sources of Finance

Unit 10: Capital Structure

Unit 11: Leverage Analysis

Block IV: Dividend Decisions

Unit 12: Theories of Dividends

Unit 13: Dividend Policies

Block V: Emerging Issues of Finance

Unit 14: Behavioural Finance

Unit 15: Financial Restructuring

SYLLABUS OF 3RD SEMESTER OF MBAHCHM

MHH 011: HOSPITAL PLANNING AND ADMINISTRATION

Block 1: Overview of Hospital Care System

Unit 1: Evolution and Classification of Hospitals

Unit 2: Hospital Organisation and Functioning

Unit 3: Role of Hospitals in Healthcare Delivery

Unit 4: Roles & Responsibilities of Hospital Administrator

Block 2: Hospital Planning and Design

Unit 5: Introduction to Hospital Engineering

Unit 6: Layout Parameters, Legal Compliance and Ergonomics

Unit 7: Planning and Designing of Hospital

Unit 8: Hospital Project Management and Lean Facility Design

Block 3: Hospital Management: Operations and Challenges

Unit 9: Hospital Operations and Patient Care Services

Unit 10: Image of Hospitals: Public Relations, Safety and Security

Unit 11: Quality Management and Accreditations Process

Unit 12: Legal aspect of managerial practices

Block 4: Strategic Health Care Facility Planning

Unit 13: Strategic Planning and Stakeholder Engagement

Unit 14: Needs Assessment and Demand Forecasting

Unit 15: Financial Analysis and Budgeting in Hospital Planning

Unit 16: Emerging issues and Future Trends in Hospital Management

MHH 012: CLINICAL AND DIAGNOSTIC SERVICES

Block 1: Clinical Services – 1

Unit 1: Outpatient services

Unit 2: Accident & Emergency services

Unit 3: Operation Theatre services

Unit 4: Intensive Care & Specialised ICUs

Block 2: Clinical Services – 2

Unit 5: Inpatient & ward Management services

Unit 6: Maternal & Neonatal services

Unit 7: Nursing Services organisation & Administration

Block 3: Diagnostic Services

Unit 8: Radio diagnosis & Imaging services

Unit 9: Laboratory diagnostic services
Unit 10: Specialised Diagnostic services
Unit 11: Nuclear Medicine Services

Block 4: Therapeutics Services

Unit 12: Radiotherapy
Unit 13: Dialysis services
Unit 14: Chemotherapy services
Unit 15: Transfusion Services
Unit 16: Medication Management Services
Unit 17: Physiotherapy & Rehabilitation services

MHH 013: SUPPORT AND UTILITY SERVICES

Block 1: Support & Utility Services- I

Unit1: Hospital Sterilisation Services
Unit 2: Medical Gases and Pipeline System
Unit 3: Hospital Dietary Services
Unit 4: Medical Records Services
Unit 5: Care of the Deceased and Mortuary Services

Block 2: Support & Utility Services- II

Unit 6: Linen and Laundry Services
Unit 7: Hospital Transportation and Ambulance Services
Unit 8: Sanitation and Housekeeping Services
Unit 9: Health Care Waste Management

Block 3: Safety and Risk Management

Unit 10: Healthcare Associated Infections
Unit 11: Fire Safety
Unit 12: CBRNE Hazards
Unit 13: Hospital Security Services

Block 4: Patient Safety

Unit 14: Concept of patient safety and quality
Unit 15: Patient Safety and Quality in Clinical and Non-clinical Domains
UNIT 16: Accreditation Perspectives on Patient Safety and Quality

MHH 014: HEALTH CARE DELIVERY SYSTEM -AN OVERVIEW

Block 1: Community Health

Unit 1: Concept of Community Health
Unit 2: Primary Health Care & Universal Health Coverage
Unit 3: Basics of Epidemiology & Statistics

Unit 4: Occupational & Environmental Health

Block 2: Health Systems in India

Unit 5: Overview of Healthcare Delivery System
Unit 6: Holistic & Integrated Approach to Healthcare
Unit 7: Public Health Models in India
Unit 8: Healthcare Financing & Insurance
Unit 9: Government Health Policies

Block 3: National Health Programmes

Unit 10: National Health Mission
Unit 11: RMNCHA including Family planning
Unit 12: Major Health Programmes – Communicable Diseases
Unit 13: Major Health Programmes – Non-Communicable Diseases
Unit 14: Management of Health Programmes, Monitoring & Evaluation Framework

Block 4: Models of Health Systems in Other Countries

Unit 15: Healthcare Delivery Systems of Highly Developed Countries
Unit 16: Healthcare Delivery Systems of High Income Countries
Unit 17: Insurance Based Healthcare Services
Unit 18: International Organisations working in Health

MHHL 020: PRACTICUM

Block 1: Safety & Risk Management

Unit 1: Epidemiological Investigation of an Outbreak
Unit 2: Guidelines on Healthcare Associated Infection
Unit 3: Guidelines for Waste Disposal in Hospital
Unit 4: Guidelines for Disaster Management Manual
Unit 5: Guidelines for Fire Safety

Block 2: Hospital Services & Quality

Unit 6: Problems in OPD
Unit 7: Standard Operating Procedures (SOPs) for Emergency Care
Unit 8: Quality Assurance Study in Laboratory
Unit 9: Patients Satisfaction
Unit 10: Guidelines for Visit to Healthcare Facilities

Block 3: Financial Management

Unit 11: Organizational Analysis
Unit 12: Break Even Analysis
Unit 13: Preparation of Financial Statement

Block 4: Logistic & Equipment Management

Unit 14: Utilization of Equipment

Unit 15: Inventory Analysis

MHHP 021: PROJECT

SYLLABUS OF 4TH SEMESTER OF MBAHCHM

MHH 015: HEALTH ECONOMICS

Block 1: Health care Financing

Unit 1: Models of Healthcare financing system

Unit 2: National Health Accounting

Unit 3: Financing Universal Health Coverage

Unit 4: Role of Markets and PPP models

Block 2: Health Insurance

Unit 5: Need and Types of Health Insurance

Unit 6: Global Review of Insurance Programmes

Unit 7: Health insurance in India including PYJAY

Unit 8: Risk and Claims Management

Block 3: Financial Management in Health care Organization

Unit 9: Principles of Financial Management in Healthcare

Unit 10: Healthcare Revenue Cycle Management

Unit 11: Financial Operations Management

Unit 12: Healthcare Financial Reporting and Analysis

Block 4: Cost of health Services and Health

Unit 13: Key Principles of Health Economics

Unit 14: Costing of Health Services

Unit 15: Principles of Budgeting and Analysis

Unit 16: Economic Evaluation of Healthcare Programmes

Unit 17: Equity in Health

MHH 016: OPERATIONS MANAGEMENT IN HEALTH CARE

Block 1 Principles of Operations Management

Unit 1: Introduction to Operations Management

Unit 2: Operations and Corporate Strategy

Unit 3: Process Design and Analysis

Unit 4: Facility Location and Layout

Unit 5: Performance Monitoring in Hospitals

Block 2 Scope of Operations management in health sector

Unit 6: Service Strategy in Healthcare
Unit 7: Competitive Strategy in Healthcare
Unit 8: Supply Chain and Inventory Management
Unit 9: Facility Planning and Workforce Management
Unit 10: Training and Development

Block 3 Planning and Providing Health services

Unit 11: Health Service Planning Concepts
Unit 12: Facility Planning and Infrastructure Design
Unit 13: Organizational Structuring of Health Services
Unit 14: Operationalizing New Health Services
Unit 15: Quality Improvement and Operational Efficiency

Block 4: Monitoring and future projections

Unit 16: Hospital Performance Monitoring
Unit 17: Analytical Tools and Monitoring Techniques
Unit 18: Future Projections in Hospital Administration
Unit 19: Policy Implications and Strategic Decision-Making
Unit 20: Inventory Management and Lean Principles

MHH 017: SUPPLY CHAIN MANAGEMENT

Block 1: Introduction of Supply Chain Management

Unit 1: Basic Concepts and Principles of Supply Chain, Logistics and Materials Management
Unit 2: Elements of Supply Chain Management
Unit 3: Designing and Managing Supply Chain Network
Unit 4: Roles and Responsibilities of Supply Chain Manager.

Block 2: Ordering Systems and Procurement

Unit 5: Procurement Policies and Procedures
Unit 6: Forecasting and Demand Estimation
Unit 7: Equipment Management
Unit 8: Import Export Procedures

Block 3: Logistic Management

Unit 9: Transportation Management
Unit 10: Warehousing
Unit 11: Inventory Control.
Unit 12: Standardisation, Codification and Value Analysis

Block 4: Utilisation and Monitoring

Unit 13: Utilisation Reviews
Unit 14: Logistic Management Information System (LMIS)
Unit 15: Data Analysis and Quality Control.
Unit 16: Measuring Supply Chain Management performance
Unit 17: Regulatory and Ethical Issues

MHH 018: LEGAL AND ETHICAL ASPECTS IN HEALTHCARE MANAGEMENT

Block 1: Legal Aspects in Health Care Delivery System

Unit 1: Constitution. Laws, Regulations, Rules and Legal Medicine

Unit 2: Classification of Law, Offences and Medical Negligence

Unit 3: Laws and Acts applicable to Health Care Organisations

Block 2: Hospital Planning, Operations and Patient Care

Unit 4: Registration with Authorities, Licensing and Statutory Compliance

Unit 5: Managing Medico-legal Cases

Unit 6: Consent and Confidentiality

Unit 7: Legal aspects of Patient Care

Block 3: Acts and Regulations Applicable to Health Care System

Unit 8: Clinical and Patient related Acts

Unit 9: Environment related Acts

Unit 10: Health Care Industry Related Acts

Unit 11: Acts related to Diagnostic and Therapeutic Services

Block 4: Ethical Practices, Patient Rights and Responsibilities.

Unit 12: Regulatory Bodies

Unit 13: Professional Ethics and Code of Conduct

Unit 14: Ethics in Medical Research

Unit 15: Patient Rights and Responsibilities

MHH 019: EMERGING ISSUES IN HEALTH CARE MANAGEMENT**Block 1: Digital Health, Sustainability and Development**

Unit 1: Introduction to Digital Health Ecosystem

Unit 2: Health Systems and Digital Transformation

Unit 3: Newer Models of Healthcare Service Delivery using Digital Health

Unit 4: Healthcare IT Standards and regulatory aspects

Unit 5: Cybersecurity, Privacy and Ethical Data Governance

Block 2: Information Technology in Health

Unit 6: Clinical Informatics and Patient Outcome Improvement

Unit 7: Telemedicine, Remote Care & Virtual Consultations

Unit 8: Emerging Technologies in Digital Health

Unit 9: Designing and developing digital health applications

Block 3: Artificial Intelligence in Health care

Unit 10: Foundations of AI and Machine Learning in Healthcare

Unit 11: Robotics and Automation in Healthcare Delivery

Unit 12: Application of Artificial Intelligence in healthcare

Block 4: Analytics in Health Care Management

Unit 13: Foundations of Health Care Analytics

Unit 14: Data Sources, Architecture, and Tools in Health Analytics

Unit 15: Applications of Healthcare Analytics

MHHT 022: INTERNSHIP

Appendix B

List of Regional Centres and the LSC/WC for the conduct of the Practical Training

SN	LSC/WS	Name of coordinator	Regional Centre
1	Nizam Institute of Medical Sciences, Punjagutta, Hyderabad	Dr. Satya Narayana Deptt of Hospital Administration satyanimma@gmail.com	Hyderabad rchyderabad@ignou.ac.in
2	Dr. B.R. Ambedkar State Institute of Medical Sciences, Mohali Punjab-160055	Dr. Ashish Goel Department of Medicine ignousc06037@gmail.com	Chandigarh rcchandigarh@ignou.ac.in
3	Sarvodaya hospital Faridabad Delhi	UNNI KRISHNAN.S.V Msc nursing and MBA DNS-Critical Care, Academics and Quality unnikrishnan.sv90@gmail.com	Delhi 1 rcdelhi1@ignou.ac.in
4	Rajendra Institute of Medical Sciences, Ranchi	Lt Col Dr Shailesh Kumar Tripathi Deputy MS Deptt of Hospital Administration ignoulsc32052@gmail.com	Ranchi rcranchi@ignou.ac.in
5	ST. ANNS COLLEGE OF NURSING, ST. ANNS HOSPITAL Vijaywada	A MARY INDIRA RANI Vice Principal ambroserani@gmail.com	Vijaywada rcvijayawada@ignou.ac.in
6	MGIMS Wardha	Dr. Dr.Chetna Hiralal Maliye HOD, Department of Community Medicine chetnamaliye@mgims.ac.in	Nagpur rcnagpur@ignou.ac.in
7	NIMS College of Nursing Trivandrum	S. JOSPHINE VINITHA not coordinator because it is work centre bubeshv@gmail.com	Trivandrum rctrivandrum@ignou.ac.in
8	College of Nursing Berhampur	Prof. Dr. Rajalaxmi Mishra Professor cum Principal College of Nursing Berhampur rlmishra2006@gmail.com conbam2008@rediffmail.com	Bhubaneswar rcbhubaneswar@ignou.ac.in
9	25232P ESIC Medical College and Hospital Chennai	Dr. Borkar Rajnish Shital Head Dept Community Medicine rajnish.borkar@esic.gov.in ignoulsc25232@gmail.com	Chennai rcchennai@ignou.ac.in
10	RML Hospital Delhi	Dr. Sameek Bhattacharya HOD, Deptt of Burns & Plastic Surgery sameekb@gmail.com	Delhi 2 rcdelhi2@ignou.ac.in
11	Spine Institute Ahmedabad	Dr. Sanjay Kapadia Deptt of Hospital Administration 09147p@gmail.com rmo.gsihospital@gmail.com	Ahmedabad rcahmedabad@ignou.ac.in
12	AIIMS Patna	Dr. Ratish Nair Chief Nursing Officer rathish401@gmail.com	Patna rcpatna@ignou.ac.in
13	SGPGIMS, Raebareli Road, Lucknow – 226 014	Dr. R. Harsvardhan Deptt of Hospital Administration drharsvardhan@yahoo.co.in	Lucknow rclucknow@ignou.ac.in
14	AIIMS Bhopal	Dr. Laxshmi Prasad HOD, Hospital Administration, AIIMS Bhopal head.ha@aiimsbhopal.edu.in	Bhopal rcbhopal@ignou.ac.in

15	MGM Hospital Kamboli Mumbai	Dr. Santosh Raskal mgmhospkal@gmail.com	Mumbai rcmumbai@ignou.ac.in
16	Sher - i - Kashmir Institute of Medical Sciences, Soura- 190011	Dr. Dr. G.H. Hassan Yattoo Deptt of Hospital Administration yattoo800@gmail.com	Srinagar rcsrinagar@ignou.ac.in
17	Govt college of Nursing Visakhapatnam	Prof Satyavalli Principal Govt college of Nursing Visakhapatnam vallimisala@gmail.com	Visakhapatnam rcvisakhapatnam@ignou.ac.in
18	GIMS Noida	Dr. Preeti Assistant Professor Department of Medicine GIMS Noida gims.ignou39046@gmail.com preetiverma1633@gmail.com	Noida rcnoida@ignou.ac.in
19	M.S.Ramaiah Medical college and Hospital, M.S.Ramaiah Nagar, Bangalore – 560 054	Dr. Ramachandra Kamath Dy. Hospital Administrator ignoup31333p@gmail.com kamath.rc@gmail.com	Bangalore rcbangalore@ignou.ac.in
20	Guwahati Medical College	Dr. Jutika Ojah Department of community Medicine jutikaogh@gmail.com	Guwahati rcguwahati@ignou.ac.in
21	Research and Referral Hospital, Delhi	Dr. Prasanna samartha.prasanna@gmail.com	Delhi 3 rcdelhi3@ignou.ac.in
22	AIIMS Rishikesh	Dr. Ravi Kalra DMS Department of Hospital Administration AIIMS, Rishikesh ravi.dms@aiimsrishikesh.edu.in	Dehradun rcdehradun@ignou.ac.in
23	S N Medical College, Jodhpur	Dr. Afjal Hakim Profesoor, Department of Community Medicine S N Medical college Jodhpur comumedjodhpur@gmail.com	Jodhpur rcjodhpur@ignou.ac.in
24	Kolkata Medical College	Dr. Debasis professor and the head of the Department of Community Medicine at Medical College, Kolkata innovatedebasis@gmail.com	Kolkata rckolkata@ignou.ac.in

LINKS TO VARIOUS FORMS

1.	REVISED FEE FOR OTHER SERVICES http://ignou.ac.in/userfiles/ANNEXURE-II_othercharges.doc
2.	APPLICATION FORM FOR CHANGE/CORRECTION OF ADDRESS http://www.ignou.ac.in/upload/address_change_name_correction.pdf
4.	FORM FOR OBTAINING DUPLICATE COPY OF CERTIFICATE http://www.ignou.ac.in/userfiles/Duplicate%20Degree,Diploma%20and%20Certificate%20Fo rm.pdf
5.	FORM FOR OBTAINING DUPLICATE COPY OF THE GRADE CARD OR MARK SHEET http://www.ignou.ac.in/userfiles/Duplicate%20mark%20sheet%20form.pdf
6.	FORM FOR ISSUE OF OFFICIAL TRANSCRIPT http://www.ignou.ac.in/userfiles/Official%20Transcript%20form.pdf
8.	EARLY DECLARATION OF TERM END EXAMINATION RESULT http://www.ignou.ac.in/userfiles/Early%20declarion%20of%20results%20form.pdf
9.	NOTIFICATION FOR OBTAINING PHOTOCOPY OF ANSWER SCRIPTS http://www.ignou.ac.in/upload/noti.photocopy.asn.sctps..doc - to be applied online
10.	OBTAINING PHOTOCOPY OF ANSWER SCRIPT http://www.ignou.ac.in/upload/form-photocopy%20of%20ans.scrpt.doc - to be applied online
11.	RE EVALUATION OF ANSWER SCRIPTS http://www.ignou.ac.in/userfiles/Application%20form%20for%20Reevaluation%20of%20Ans wer%20Scripts.pdf - to be applied online
13.	RESULT RELATED LINK FOR Hall ticket/admit card Result of term end Grade card http://www.ignou.ac.in/ignou/studentzone/results/1 

CONTACT FOR EVALUATION RELATED ISSUES

	Type of Issue	Contact No.	Controlling Officer	E-mail ID
1.	Issue of Degree/ Diploma Certificate/Despatch of returned Degrees/Verification of Degrees/Convocation	011-29572213 011-29535438	Asstt. Registrar 011-29572224	convocation@ignou.ac.in
2.	Issue of Hall Ticket/ Correction in the hall ticket for handicapped student s/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. Director Section Officer 011-29535064	examii@ignou.ac.in registrarsed@ignou.ac.in
3.	Declaration of results of Masters & Bachelors degree level programme/Issue of grade card and provisional certificate of Masters and Bachelors degree level prog./ Practical marks of all programmes	011-29572212	Section Officer 011-29536103	mdresult@ignou.ac.in bdresult@ignou.ac.in practicalsed@ignou.ac.in
4.	Declaration of results of Masters, Bachelor and Diploma programme/Issue of gradecard and provisional certificate of Masters, Bachelor and Diploma level programme	011-29572211	Section Officer 011-29536743	bdresult@ignou.ac.in dresult@ignou.ac.in bdpresult@ignou.ac.in
5.	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
6.	Verification of genuineness of provisional certificate and grade card/ Issue of Transcript	011-29572210	Section Officer 011-29536405	gverification@ignou.ac.in
7.	Queries related to UFM cases	011-29572208	Section Officer	ufmgroup@ignou.ac.in
8.	Status of Project Report of all Programmes/ Dissertation and Viva marks	011-29571324 011-29571321	Asstt.Registrar 011-29532294	projects@ignou.ac.in
9.	Queries related to Assignment Marks	011-29571325 011-29571319	Section Officer	011-29571319
10.	Students general enquiries and grievances/ Issue of duplicate mark sheet	011-29572218 011-29571313	Asstt. Registrar (Exam-III)	registrarsed@ignou.ac.in
11.	Discrepancy in grade card, non updation of grade/marks programmeswise in the grade card etc	011-29572206 011-29572215 011-29572219	Dy. Registrar /Asstt.Registrar (Exam-III)	mdresult@ignou.ac.in bdresult@ignou.ac.in bdpresult@ignou.ac.in dresult@ignou.ac.in cpresult@ignou.ac.in

Important Contact Details

Contact Person	Telephone No.	E-mail ID
Student Support Services centre	011-29572514	ssc@ignou.ac.in
General enquiries and Student grievances	011-29572218 011-29571313	sedgrievance@ignou.ac.in
Issue of Certificate/ convocation	011-29572513 011-29535438	convocation@ignou.ac.in
Student Registration Division(SRD)	011-29571302 011-29532741	registrarsrd@ignou.ac.in
MPDD	011-29572001 011-29572002	registrarmpdd@ignou.ac.in
Programme Coordinator	011-29572849	rkuba@ignou.ac.in biplab@ignou.ac.in mbahchm@ignou.ac.in
Director, SOHS	011-/29533078	directorsohs@ignou.ac.in
VC Office	011-29571811	yco@ignou.ac.in

IGNOU Telephone Exchange: 011-29571000

IGNOU Website
www.ignou.ac.in