Student Handbook and Prospectus

Master of Business Administration (Online)

MBAOL

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

RECOGNITION

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

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

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

AT A GLANCE				
Name of the Programme	**Programme Code**	**Eligibility**	**Duration**	**Fee**
Master of Business Administration (online)	MBA(OL)	• Passed Bachelor Degree of Minimum 3 years duration with at least 50% marks (45% in case of candidates belonging to reserved category)	Min.: 2 Years Max.: 4 years	Rs.16,000/- per semester for 1st, 2nd and 4th semester Rs.18,000/- for 3rd semester.

Master of Business Administration (Online) (MBAOL)

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

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

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1.0 INDIRA GANDHI NATIONAL OPEN UNIVERSITY (IGNOU)

1.1 Introduction

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

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

1.2 Prominent Features

IGNOU has certain unique features such as:

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

1.3 Important Achievements

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

- Recognition as Centre of Excellence in Distance Education by the Commonwealth of Learning (1993).
- Award of Excellence for Distance Education Material by Commonwealth of Learning (1999).

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

Regular educational broadcast with facility for live interaction

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

1.4 The Schools of Studies

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

The following Schools of Studies are in operation currently:

- School of Humanities (SOH)
- School of Social Sciences (SOSS)
- School of Sciences (SOS)
- School of Education (SOE)
- School of Continuing Education (SOCE)
- School of Engineering and Technology (SOET)
- School of Management Studies (SOMS)
- School of Health Sciences (SOHS)
- School of Computer and Information Sciences (SOCIS)
- School of Agriculture (SOA)

- School of Law (SOL)
- School of Journalism and New Media Studies (SOJNMS)
- School of Gender and Development Studies (SOGDS)
- School of Tourism and Hospitality Service Management (SOTHSM)
- School of Interdisciplinary and Trans-disciplinary Studies (SOITS)
- School of Social Work (SOSW)
- School of Vocational Education and Training (SOVET)
- School of Extension and Development Studies (SOEDS)
- School of Foreign Languages (SOFL)
- School of Translation Studies and Training (SOTST)
- School of Performing and Visual Arts (SOPVA)

1.5 Academic Programmes

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

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

1.6 Modular Approach to Programmes

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

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

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

1.7 Credit System

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

1.8 Student Support Services

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

1.9 Programme Delivery

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

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

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

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

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

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

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

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

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

1.10 Gyan Darshan

Gyan Darshan (GD) channel is a major milestone in the field of Educational Television in India. It is a joint venture of the Ministry of Human Resource Development (MHRD), Ministry of Information & Broadcasting (I & B Ministry), Prasar Bharati and IGNOU serving as the nodal agency. Launched in the year 2000, GD is a 24-hour educational channel which offers the best

of educational programmes covering a variety of subjects and catering to a wide range of viewers. These include pre-school, primary, secondary and higher secondary students, college/university students, youth seeking career opportunities, homemakers and working professionals. The software is pooled from various educational Institutions and Development Organisations. GD conducts two hours of live interactive sessions every day to build interactivity in the Open and Distance Learning (ODL) system. Teachers/Resource persons and IGNOU Regional Center functionaries interact for academic and administrative matters with students. Induction Programmes for new students and convocations for graduating students are also conducted live through Teleconferencing every year.

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

1.11 Gyanvani

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

1.12 Swayam Prabha

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

1.13 Gyandhara

Gyandhara is an internet audio counseling service offered by IGNOU. Students can listen to the live discussions by the teachers and experts on the topic of the day and interact with them

through telephone, email and also chat mode. When live sessions are not on, Gyanvani Delhi is made available on this platform. The Gyandhara streaming is available for internet users anywhere in the world. Important events broadcast by GV Delhi are also relayed by all GV stations using the Gyandhara feed.

The Learners can access Gyandhara using the link https://www.ignouonline.ac.in/gyandhara//

1.14 Web Enabled Academic Support (WEAS)

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

1.15 International Students Residing in India

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

1.16 eGyanKosh

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

1.17 IGNOU e-Content Mobile App

IGNOU-e-Content Mobile App is an official mobile app of Indira Gandhi National Open University (IGNOU), New Delhi. This app is an ICT initiative of IGNOU to provide Digital Learning Environment to IGNOU learners and extending Technology Enhanced Learner Support Services to them. The aim of this initiative is to disseminate the digitised course material to IGNOU Learners. IGNOU learners can use this app to access their course material through their hand held devices such as Mobile Phones and Tablets.

1.18 Library Services

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

- The University Library provides remote access to 8-10 online databases through the UGC e-Shodh Sindhu Consortium. Users can access over 7900+ e-journals and more than1700 e-books (http://www.ignou.ac.in/ignou/aboutignou/division/ldd/EResources) as well as millions of open-access resources in digital form.
- The holdings of the library collection and access to e-resources can be browsed and downloaded from their desktops through WebOPAC (https://libraryopac.ignou.ac.in) and Integrated Search Engines.
- Library is a member of the Developing Library Network (DELNET) (https://www.delnet.in/) that provides various resource sharing services like browsing of Union Catalogues, Inter-Library Loan and Document Delivery from more than 7000 member libraries.
- IGNOU is also a member of ?The Daisy Forum of India' (DFI), which provides Sugamya Pustakalaya (https://library.daisyindia.org/ NALP/welcomeLink.action) facilitating access to more than 67,000 books to the blind, people with low vision, or people with any other print disability.
- IGNOU library uploads Ph.D/M.Phil theses on UGC INFLIBNET's Shodhganga Repository for digital preservation and ensuring continuous access to scholarly content.
- IGNOU library uses Urkund/Ouriginal software provided by UGC INFLIBNET to check the texts of Research papers/Theses/Dissertations for originality and protect it against potential plagiarism (ouriginal.com/login/).
- Research Scholars can take library membership by paying refundable security deposit of 5000 for availing lending services.
- Post graduate students interested in remote access of e-resources should download the form from Link: http://www.ignou.ac.in/ignou/aboutignou/division/ldd/raf, fill up the same and email to librarian@ignou.ac.in to facilitate access.

1.19 Vidya Lakshmi Portal

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

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

2.0 SCHOOL OF MANAGEMENT STUDIES

The School of Management Studies began its academic operations in 1987 with the launch of Diploma in Management as a pilot programme of the University. The School today offers 15 programmes in Management and 14 programmes in Commerce.

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

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

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

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

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

Programs offered by the School under Management Discipline are:

1. Ph. D. (Management)
2. Master of Business Administration (MBA)
3. Master of Business Administration (Banking & Finance)
4. Master of Business Administration (Human Resources Management)
5. Master of Business Administration (Financial Management)
6. Master of Business Administration (Marketing Management)
7. Master of Business Administration (Operations Management)
8. Master of Business Administration (Online)
9. Post Graduate Diploma in Human Resource Management (PGDIHRM)

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

3.0 MASTER OF BUSINESS ADMINISTRATION (MBA) (ONLINE)

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

3.1 Salient Features of the Programme(s):

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

3.2 Eligibility:

Passed Bachelor Degree of Minimum 3 years duration with at least 50% marks for general category (45% in case of candidates belonging to reserved category) can enroll in any of the MBA programmes without appearing for any entrance test.

3.3 Duration:

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

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

3.4 Medium of Instruction:

The medium of Instruction for this programme is English.

3.5 Programme Structure:

Courses	1st Semester-I	2nd Semester	3rd Semester	4th
Core	7 (Seven)	7 (Seven)	2 (Two)	3 (Three)
Specialisation	-	-	4 (Four)	4 (Four)
Project	-	-	1 (One) (Equivalent to 2 courses)	

- The MBA Programme consists of 28 courses in all and includes:

a) Nineteen (19) Core courses (from MMPC-001 to MMPC-020)

b) Eight (08) courses from any one of the chosen specialisation area

c) One (01) Project course (MMPP-001 equivalent to 2 courses)

- Students need to select 7 courses in each of the semesters during the programme.

- Students need to select only MMPC-001 to MMPC-007 (Seven courses) in the 1st semester (All Courses Compulsory) and need to select only MMPC-008 to MMPC-014 (Seven courses) in the 2nd semester (All Courses are Compulsory).

- MMPP-001 (Project Course) is equivalent to two courses. The fee will be equivalent to two courses. However, for registration purposes MMPP-001(project course) is treated as one course.

For MBA Online students project is to be uploaded on IGNOU LMS Portal only. Any project submitted in hard copy at study centre /Regional Centre / SED will not be considered for evaluation. The link of LMS portal is https://lms.ignouonline.ac.in/login/index.php

- In order to get an MBA degree a student has to complete 28 courses with a total credit weightage of 116 credits. They are as follows:

a) 20 Core Courses of 4 Credit each = 80 Credits.

b) One Project course of 8 credits

c) 7 Courses from any one area of Specialization of 4 credits each = 28 credits

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

The MBA Online students are advised to regularly visit IGNOU LMS Portal for relevant information regarding submission of assignments, filling of examination form, Term-end-examination and other related information relevant to the MBA Online programme. In addition we should also visit IGNOU Website :www.ignou.ac.in.

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

Course code	Course Title	Course code	Course Title
Semester -1 (7 Courses)		**Semester-2 (7 Courses)**	
MMPC-001	Management Functions and Organisational Processes	MMPC-008	Information Systems for Managers
MMPC-002	Human Resource Management	MMPC-009	Management of Machines and Materials
MMPC-003	Business Environment	MMPC-010	Managerial Economics
MMPC-004	Accounting for Managers	MMPC-011	Social Processes and Behavioural Issues
MMPC-005	Quantitative Analysis for Managerial Applications	MMPC-012	Strategic Management
MMPC-006	Marketing Management	MMPC-013	Business Laws
MMPC-007	Business Communication	MMPC-014	Financial Management
Semester -3 (7 Courses)		**Semester-4 (7 Courses)**	
MMPC-015	Research Methodology for Management Decisions	MMPC-017	Advanced Strategic Management
MMPC-016	International Business Management	MMPC-018	Entrepreneurship
MMPP-001	Project Course (Equivalent to 2 Courses)	MMPC-019	Total Quality Management
		MMPC-020	Business Ethics and CSR
and Any four courses from the respective specialisation that you have chosen		and Any three courses from the respective specialisation that you have chosen	

Financial Management Area			
MMPF-001	Working Capital Management	MMPF-004	Security Analysis and Portfolio Management
MMPF-002	Capital Investment and Financing Decisions	MMPF-005	International Financial Management
MMPF-003	Management Control Systems	MMPF-011	Management of Insurance Services
MMPF-006	Management of Financial Services	MMPF-007	Equity Markets

Marketing Management Area			
MMPM-001	Consumer Behaviour	MMPM-004	International Marketing
MMPM-002	Sales Management	MMPM-006	Marketing Research
MMPM-003	Product and Brand Management	MMPM-007	Integrated Marketing communication
MMPM-005	Marketing of Services	MMPM-008	Rural Marketing
		MMPM-009	Retail Management

Human Resource Management Area			
MMPH-001	Organizational Theory and Design	MMPH-003	Human Resource
MMPH-002	Human Resource Development	MMPH-005	Organisational Development and Change
MMPH-004	Industrial and Employment Relations	MMPH-006	Organisational Dynamics
MMPH-007	Compensation and Reward Management	MMPH -009	International Human Resource Management
	Planning		

Operations Management Area			
MMPO-001	Operations Research	MMPO-003	Operations Management
MMPO-002	Project Management	MMPO-004	Management Information Systems
MMPO-005	Logistics and Supply Chain Management	MMPO-007	Maintenance Management
MMPO-006	Material Management	MMPO-008	International Logistics and Supply Chain Management

Services Management Area			
MMPH-002	Human Resource Development	MMPM-009	Retail Management
MMPO-005	Logistics and Supply Chain Management	MMPF-011	Management of Insurance Services
MMPF-006	Management of Financial Services	MMPB-005	Marketing of Financial Services
MMPM-005	Marketing of Services		

Note: For detailed course outlines see Appendix- 2.

3.6 Admission Process

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

After going through the above given eligibility conditions a student can register for this programme. The student has to Register for the programme in the first semester and subsequently Re-Register for all the other semesters.

For any admission related queries kindly email to : csrc@ignou.ac.in. You may also contact your concerned Regional Centre.

Students are advised to contact the respective divisions concerned with the issues which they are facing. The list of concerned divisions alongwith their contact details is given in 8.0, GRIEVANCE REDRESSAL: WHOM TO CONTACT FOR WHAT.

3.7 Programme Fee:

- Rs.16,000/- per semester for 1st, 2nd and 4th semester
- Rs.18,000/- for 3rd semester (3rd semester has an 8-credit project)
- Registration fee and Development fee as applicable

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

3.8 Exit Certification

A student can get her/his MBA degree in his chosen specialization once s/he completes all the specified 28 courses. However, if a student wishes to exit the programme after completion of the specified courses of 1st and 2nd semesters (56 credits), an exit option is provided at her/his specific request only, resulting in award of Post Graduate Diploma in Management (PGDIM).

3.9 Evaluation

The evaluation system of the programme for all the courses, except the project course, is based on 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. Assignments for all the courses are available on the IGNOU Website www.ignou.ac.in. It may be noted that the University will not be sending any hard copy of the assignments to the students and therefore they are advised to download the assignments from the website. The last date for submission of assignments is mentioned on the assignments itself. The assignment is to be submitted to the Coordinator of the Learner Support Centre to which the student is assigned or attached with. Students are required to attempt the assignments which are prescribed for that semester. Also refer Section 6.0 regarding Guidelines for submission of assignments.

For MBA Online students assignments are to be uploaded on IGNOU LMS Portal only. Any assignment submitted in hard copy at study centre /Regional Centre / SED will not be considered for evaluation. The link of LMS portal is https:// lms.ignouonline.ac.in/ login/index.php

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

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

Approval of Synopsis is required before submission of final project and approvd synopsis is to be attached in the Project Report at the time of final project submission. Please refer to project guideline at point 7.0 MMPP.001: Project Course.

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

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

A = Excellent

B = Very Good

C = Good

D = Satisfactory

E = Unsatisfactory

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

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

A = 80% and Above

B = 60% to 79.9%

C = 50% to 59.9%

D = 40% to 49.9%

E = Below 40%

Term-End Examination and Payment of Examination Fee

The University conducts Term-end Examination (TEE) twice a year in the months of June & December.

The learners are required to fill in the Examination form to appear in the TEE each time i.e., for every exam (June/ December) a learner has to apply a fresh. The Examination Forms are accepted online only as per the schedule available on the IGNOU website (https://ignou.ac.in) at SAMARTH Portal from time to time.

A learner is permitted to appear in TEE subject to the following conditions: -

1. Registration for the courses is valid and not time barred.

2. Required number of assignments in the courses have been submitted by due date wherever applicable.

3. Minimum time to pursue these courses as per the provision of the programme has been completed.

4. Examination fee for all the courses the learner is appearing in the examination has been paid.

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

Examination fee and Mode of Payment

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

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

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

Examination fee once paid is neither refundable nor adjustable even if the learner fails to appear in the examination. For every exam (June/December) a student has to apply afresh.

Mode of Examination

The Term-end - Examination (TEE) will be conducted in online mode for students who wish to appear for the TEE outside India. However, for students who wish to appear for Term- end- Examination in India can choose either Pen and Paper offline mode or Computer Based Test (CBT) mode at the specified examination centres. The question paper will be the same for both the modes of examination. It may be noted that the number of examination centres for CBT mode is very limited and therefore students may be required to travel long distances for appearing in TEE.

Hall Ticket for Term End Examination

- Hall Tickets of all examinees are uploaded on the University Website (www.ignou.ac.in) at SAMARTH Portal, 7-10 days before the commencement of the Term End Examinations. No hall ticket shall be dispatched to the examinees/students.

- Students are advised to take the print out of the Hall Ticket from University website (www.ignou.ac.in) at SAMARTH Portal after entering the enrolment number and name of programme of study and report at the examination centre along with the Identity Card issued by the Regional Centre/ University examinees will not be permitted to appear in the examination without a valid IGNOU Student ID Card issued by the RC/University.

- In case, any student has misplaced the Identify Card issued by the RC/University, it is mandatory to apply for a duplicate Identity Card to the Regional Centre concerned and also can be downloaded from University Website (www.ignou.ac.in) at SAMARTH Portal well before commencement of the examination so as to get a duplicate ID Card well on time/well before examination commences.

3.10 Tentative Schedule of Operations

	Activities	January - June Semester	July - December Semester
i)	Study materials are available on e-Gyankosh https:\\eGyankosg.ac.in		
ii)	Counselling	January-May	July-November
iii)	Submission of Assignments	30th April	31st October
iv)	Assignment feedback	15th May	15th November
v)	Term-end Examination	June	December
vi)	Dates for submission of Examination Forms Through Online at IGNOU website www.ignou.ac.in	As notified by Student Evaluation Division (SED) and displayed on IGNOU's website www.ignou.ac.in	
vii)	Dates for Online Re-registration for next semester	As notified by Student Registration Division (SRD) and displayed on IGNOU's website www.ignou.ac.in	

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

4.0 UNIVERSITY RULES

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

4.1 Validity of Admission

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

4.2 Re-Registration

Re-registration means registration in the next semester/year of a programme, wherever applicable. **Learners are advised to submit the Re-Registration (RR) forms ?Online 'on the web portal www.ignou.ac.in. as per schedule being notified by the University from time to time,** irrespective of the fact that whether the learners appeared in the examination or not or whether they are passed or not in the course(s) registered in the current academic session. If the Re-Registration in any of the programme is not available online or for any other reason as specified by the University, Learners should submit their RR forms at the respective Regional Centre ONLY and nowhere else. If any student submits the ?Offline 'Re-Registration Form at any other Regional Centre than the allocated Regional Centre, and consequently misses the scheduled date and a semester/ year, he/ she will have no claim on the University for regularization. International students of the University pursuing their programme from India are also advised to submit re- registrations form online. Offline forms, if any, may be submitted to the International Division of the University.

4.3 Additional time for Learners with Disability

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

(b) Learners with disability seeking benefit of the aforesaid facility should submit the Disability Certificate' issued by the competent authority at the Regional Centre concerned, which, in turn will verify it, make entry in the data base and transmit the data to SRD for updating in the Master records.

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

The University provides reservation of seats for Scheduled Castes and Scheduled Tribes, non- creamy layer of OBC, Economically Weaker Sections, (as notified by MHRD vide OM 12-4/019-U1 dated January 2019), War Widows, Kashmiri Migrants and Physically Handicapped learners, as per the Government of India rules, for admission to its

programmes in which there are limited number of seats and admission is through a merit lst. However, submission of forged certificate under any category shall make the student liable not only for cancellation of admission but also legal action as per Government of India rules.

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

Accordingly, the reservations shall be provided to EWSs for admission in the University from the academic year 2019-20 onwards beginning academic session July 2019. The reservation shall be applicable only in Programmes having seat restriction.

4.5 Scholarships

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

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

Students belonging to the Scheduled Tribe category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship. Details of the Scheme are available at

(1) https://scholarships.gov.in/public/schemeGuidelines/Goa/Goa_3004_G.pdf

(2) https://scholarships.gov.in/public/schemeGuidelines/tribalfellowshipguideline.pdf

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

A non-refundable Registration Fee of as prescribed time to time (unless specified otherwise) shall be charged along with the programme fee of first semester/year at the time of admission.

If a student applies for cancellation of admission and refund of fee, the refund request will be considered as per the University policy available on website: www.ignou.ac.in

The refund request will be considered as under:-

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

With the approval of the Competent Authority, the fee refund policy of the University is modified as under:

a) The Registration Fee is non-refundable.

b) The fee paid shall be refunded prior to confirmation of admission.

c) An amount equivalent to 15% of the programme fee, subject to a ceiling of Rs. 2000/-will be deducted from the fee paid in case the request for cancellation is received after the confirmation of admission.

d) In case a student has opted for soft copy of the SLM, the fee paid will be refunded after deducting the Registration fee only.

e) If a request for cancellation is received from a student who has availed fee exemption and has paid only the Registration fee and Development fee, only the Development fee will be refunded.

f) No Refund of fee will be admissible after 60 days of the closing date of the admission of the concerned programme.

4.7 Digital Study Material and Assignments

The University has a provision to provide soft copy of the self-learning material in place of printed material. A learner opting for the soft copy will be given a discount of 15% in

the Programme Fee for ODL students. The Option to this effect has to be indicated by the learners while filling in the Online Admission Form. Such learners will not be given printed self-learning material. The University has digitized the study material for different programmes. The digitized material is available on eGyankosh, the digital repository of the University.

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

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

For non-receipt of study material, learners are required to write to the Registrar, Material Production and Distribution Division, IGNOU, Maidan Garhi, New Delhi - 110 068.

4.8 Change of Elective/Course

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

4.9 Credit Transfer

Students who want to avail of credit transfer shall get registered with IGNOU for the MBA programme they want to study. All the applications for this purpose should be addressed to The Registrar, Student Registration Division, IGNOU, Maidan Garhi, New Delhi-110068.

Please visit to ignou's website. The Internal Credit Transfer Form and guidelines are available on the following link: http://www.ignou.ac.in/ignou/studentzone/download/InternalCredittransferscheme

The existing students who are not able to complete the programme within the maximum stipulated time can seek readmission into the Programme and apply for credit transfer as per the University norms. In this way they can complete the programme by passing the remaining courses to complete the degree.

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

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

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

(c) Submit the hard copy of the form along with documents and fees at the following address Director, International Division, IGNOU, Block No. 15. Section K, Maidan Garhi. New Delhi.

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

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

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

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

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

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

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

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

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

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

4.11 Migration Certificate

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

1) Application Form

2) Self-attested copy of the Grade card and Provisional certificate.

3) Fee of Rs.500/- in the form of demand draft drawn in favour of IGNOU payable at the city where Regional Centre is located.

4.12 Correction/Change of Name/Surname of Learner

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

For Change of Name/Surname, after confirmation of admission, the learners are required to submit the following documents at the Regional Centre, for on ward transmission to Registrar, SRD:

a) Original copy of Notification in a daily newspaper notifying the change of name;

b) Affidavit, in original, on non-judicial Stamp Paper of the appropriate value sworn in before 1st Class Magistrate specifying the change in the name;

c) Marriage Card/Marriage Certificate in case of women candidates for change in surname;

d) Gazette Notification, in original, reflecting the change of name/surname;

e) Demand Draft of Rs.500/- drawn in favour of IGNOU payable at New Delhi

Request for correction and/or change of Name / Surname will be entertained only before award of the Degree/Diploma/Certificate. For change/correction of name after completion of programme, but before award of degree please see the guidelines available at: http://www.ignou.ac.in/userfiles/Notification%20(4)(3).pdf and file://c:/Users/ignou/Downloads/IGNOU% 20STUDENT% 20EVALUATION% 2 0DIVISION%20(1).pdf

4.13 Prevention of Malpractice/Notice for General Public

Students seeking admission to various academic programmes of Indira Gandhi National Open University are advised to directly contact IGNOU headquarters at New Delhi or Regional Centres of IGNOU only. Students interacting with intermediaries shall do so at their own risk and cost. However, in case of any specific complaint regarding fraudulent institutions, fleecing students etc., please contact any of the following members of the Malpractices Prevention Committee:

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

1 Director, Research Unit (Tele: 29534336)

2. Director, SSC (Tele: 29535714)

3. Director, RSD (Tele: 2953 2118, 29572412)
4. Registrar, SED (Tele: 2953 5828, 29572204)
5. Registrar, SRD (Tele: 2953 2741,9571302)
6. Registrar, MPDD (Tele: 29534521,29572002)
7. Deputy Registrar, F&A (Tele: 29534934)
8. Registrar (SRD) (Tele: 29571302)

Alternatively, complaints may be faxed on 29532312.

Email: registraroffice@ignou.ac.in

Website: http://www.ignou.ac.in

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

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

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

4.14 Placement Services

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

4.15 Equal Opportunity Cell

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

4.16 Re-evaluation of Term - End Examination

After the declaration of results, if students are not satisfied with the marks awarded, they may request the University for **re-evaluation of their answer script(s)** on payment of **Rs. 750/-per course**. The request for re-evaluation must be submitted **within forty (40) days** from the date of declaration of the result **through the re-evaluation portal**, and the payment must be made **online through the payment gateway** using a **debit card/credit card/net banking**.

There is **no provision** for re-evaluation of other components such as a**ssignments, project reports, dissertations, answer scripts of practical examination, field work journals, internships**, **etc.** Further, there is **no provision for a second re-evaluation** of answer scripts of term-end theory examinations.

4.17 Obtaining Photocopy of Answer Scripts

After the declaration of result, if the students are not satisfied with the marks awarded, they can request the University for supplying Photocopy of Answer Scripts on payment of Rs. 100/- per course. The request for obtaining Photocopy of Answer Scripts by the student must be made online in the re-evaluation portal within Thirty (30) days from the date of declaration of results, The payment is to be made online through gateway in the portal with the help of debit card/credit card/net-banking.

4.18 Duplicate Grade Card

The learner can apply for duplicate Statement of Marks/Grade Card in case of loss/ misplacement/damage on payment of Rs. 200/- for Indian students, Rs. 400/- for SAARC countries and $10 for Non-SAARC countries by making online payment in favour of IGNOU and or through challan at Punjab National Bank, IGNOU Branch, New Delhi or through online payment of miscellaneous fees though IGNOU website, www.ignou.ac.in at Appendix 3 of this prospectus.

4.19 Early Declaration of Result

The student can apply for early declaration of Term-End-Examination result with a fee of Rs. 1000/- per course for Indian Students; Rs. 1200/- per course for SAARC countries and $50 per course for Non-SAARC countries. **The application for early declaration of result shall be entertained only if the student has been selected for any post or applied for further studies**. The student must compulsorily submit documentary evidence (proof) in support of the reason for early declaration of result to the concerned Evaluation Centre whose details are available on the University website. The payment is to be made online through gateway in the portal with the help of debit card/credit card/net banking.

Request for early declaration of result will be entertained for final semester/year or maximum of 4 backlog courses only Appendix 4 of this prospectus subject to the following conditions:

(i) The student has been selected for higher study/employment and statement of marks/

grade card is required to be produced to the institute by a particular date, which is before the prescribed dates of declaration of the University's results.

(ii) The student has completed all the other prescribed components except the term-end examination of the courses, for which early evaluation has been sought.

Application for early declaration, for the reasons such as to apply for recruitment/ higher study/post and promotion purpose etc. will not be entertained.

Application without enclosing documentary evidence specifying the reason for early declaration will not be entertained.

4.20 Improvement in Division/Class

1) The improvement of marks/grades is applicable only for the Bachelor's / Master's Degree Programme, who, have completed the programme. The eligibility is an under:

The students of Bachelor's/Master's Degree Programmes who fall short of 2% marks to secure 2nd and 1st division.

The students of Master's Degree Programmes only, who fall short of 2% marks to secure overall 55% marks.

2) Only one opportunity will be given to improve the marks/grade.

3) The improvement is permissible only in theory papers. No improvement is permissible in Practical/Lab courses, Projects, Workshops and Assignments etc.

4) Under the Provision of improvement, a maximum of 25% of the maximum credits required for successful completion of a programme shall be permitted.

5) Students wishing to improve the marks will have to apply within six months from the date of issue of final statement of marks/grade card to them, subject to the condition that their registration for the programme/course being applied for improvement, is valid till the next tern-end examination in which they wish to appear for improvement.

6) No student will be permitted to improve if maximum duration to complete the programme, including the re-admission period, has expired.

7) After appearing in the examination for improvement, better of the two examinations, i.e. marks/grade already awarded and the marks/grade secured in the improvement examination will be considered.

8) In case of improvement, the month and year of completion of the programme will be changed to the Term-end examination, in which students, appeared for improvement.

9) Students will be permitted for improvement of marks/grade provided the examination for the particular course, in which they wish to improve, is being conduced by the University at that time.

The student may apply for improvement of their performance on the prescribed application format along with a fee of Rs. 750/- per course, a bank draft drawn in favowur of IGNOU payable at New Delhi and submit the application and fee to the Registrar, Student Evaluation Division, IGNOU, Maidan Garhi, New Delhi - 110068. Please refer Appendix 5 of this prospectus.

4.21 Official Transcripts

The University provided the facility of official transcripts on request made by the learners **(Appendix 6)** addressed to Registrar, Student Evaluation Division (SED), Block - 12, IGNOU, Maidan Garhi, New Delhi- 110068.

For Indian Students:

1) Rs. 300/- per credential for each transcript, if to be sent to the Student/Institute **within India**

2) Rs. 500/- per credential for each transcript, if to be sent to the Student/Institute **out of India**

However, this is subject to change and must be ascertained before applying.

For SAARC Countries Students:

Rs. 1200/- per credential for each transcript, if to be sent to the Student/Institute of SAARC Countries.

For Non-SAARC Countries Students:

$120 for each transcript, if to be sent to the Student/Institute of Non-SAARC Countries.

The Format for applying for official Transcripts is available at Appendix_____.

Appendix

5.0 LIST OF MANAGEMENT FACULTY

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

Programme Coordinators:

- Prof. Rajeev Kumar Shukla

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

6.1 ASSIGNMENTS

For MBA Online students assignments are to be uploaded on IGNOU LMS Portal only. Any assignment submitted in hard copy at study centre /Regional Centre /SED will not be considered for evaluation. The link of LMS portal is https://lms.ignouonline.ac.in/login/index.php

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.

For your own record retain a copy of all assignment responses which you submit. If you do not get back your duly evaluated tutor marked assignments alongwith copy of assessment sheet containing comments of evaluator on your assignment within a month after submission, please try to get it personally form your Learner Support Centre. This may help you to improve upon future assignments. Also maintain an account of all these corrected assignment responses received by you after evaluation. This will help you to represent your case to the University in case any problem arises.

If you do not get pass grade in any assignment, you have to submit it again. For this, you have to ask for/obtain a fresh set of assignments for that course, applicable to that particular semester. However, once you get the pass grade in an assignment, you cannot re-submit if for improvement of grade. Assignments are not subject to re- evaluation except for factual errors, if any, committed

by the evaluator. The discrepancy noticed by you in the evaluated assignments should be brought to the notice of the coordinator of the Learner Support Centre, so that the correct score is forwarded by him to the Student Registration & Evaluation Division at Headquarters.

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

INSTRUCTIONS FOR ASSIGNMENTS

1. Write your Enrolment Number, Name, full address, signature and date on the top right hand corner of the first page of your response sheet.

2. Write the programme title, course code, course title, assignment code and name of your learner support centre on the left hand corner of the first page of your response sheet.

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

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

ENROLMENT NO .....
NAME .....
ADDRESS .....
SIGNATURE .....
DATE.....

PROGRAMME TITLE .....
COURSE CODE .....
COURSE TITLE.....
ASSIGNMENT CODE.....
(as printed on assignments)

LEARNER SUPPORT CENTRE .....

1) Read the assignments carefully and follow the specific instructions, if any, given on the assignment itself about the subject matter or its presentation.

2) Go through the Units on which assignments are based. Make some points regarding the question and then rearrange those points in a logical order and draw up a rough outline of your answer. Make sure that the answer is logical and coherent, and has clear connections between sentences

and paragraphs. The answer should be relevant to the question given in the assignment. Make sure that you have attempted all the main points of the question. Once you are satisfied with your answer, write down the final version neatly and underline the points you wish to emphasize. While solving numerical, use proper format and give working notes wherever necessary.

3) Use only A4 size paper for your response and tie all the pages carefully. Avoid using very thin paper. Allow a 4 cm margin on the left and at least 4 lines in between the answers. This may facilitate the evaluator to write useful comments in the margin at appropriate places.

4) Write the responses in your own hand. Do not print or type the answers. Do not copy your answers from the Units/Blocks sent to you by the University. If you copy, you will get zero marks for the respective question.

5) Do not copy from the response sheets of other students. If copying is noticed, the assignments of such students will be rejected.

6) Write each assignment separately. All the assignments should not be written in continuity. Write the question number with each answer.

7) The completed assignment should be uploaded on LMS portal.

8) The assignments can be downloaded from IGNOU Website www.ignou.ac.in. or from LMS portal

9) There is no provision for re-evaluation of assignments as per rules.

10) The validity of assignments is for two semesters.

7.0 GUIDELINES FOR SUBMISSION OF SYNOPSIS AND PROJECT REPORT MMPP-001: PROJECT COURSE

Guidelines for Submission of Synopsis and Project Report

Submission of Synopsis

Approval of Synopsis is required before submission of final project and approvd synopsis is to be attached in the Project Report at the time of final project submission.

Submission of Project Report

For MBA Online students Synopsis and Final project is to be uploaded on IGNOU LMS Portal only. Any project submitted in hard copy at study centre /Regional Centre /SED will not be considered for evaluation. The link of LMS portal is https://lms.ignouonline.ac.in/login/index.php

Guidelines for Project Course: MMPP-001

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

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

SYNOPSIS SUBMISSION & EVALUATION PROCESS

In order to proceed with your project course the approval of the synopsis is necessary. Only on the approval of the synopsis the project work could actually be taken up. The synopsis should be an original work done by the student. The process that is involved in the evaluation and final approval of the synopsis is explained below:

1. Selection of topic by the Student

The learner can select any topic of her/his choice, preferably in their area of specialisation. The title should be definitive communicating key information about the thesis. It should convey the subject matter being covered in the project.

It could be either be an

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

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

iii) Field study (empirical study).

2. Selection of Guide

Once you are clear about the field in which the work is to be taken up, then contact a person who has experience in that area and is interested in guiding, provided s/he fulfils the specified eligibility criteria.

The Eligibility Criteria for guides is:

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

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

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

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

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

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

3. Preparation of Synopsis

After selection of the guide and finalising the topic, the Project Proposal (Synopsis) should be prepared in consultation with the guide. The proposal of the proposed project should essentially have the following:

(i) Introduction: a brief background about the subject chosen for study.

(ii) Rationale: why a particular topic has been chosen for the project work.

(iii) Objectives: This is the most important aspect of any project. It should mention clearly and precisely the things which you hope will be able to know/achieve at the end of the study. These may be clearly stated in behavioural terms.

Objectives need to be expressed in a neutral manner, without any implicit assumptions about the findings of the research.

Objectives of the Study (Sample)

The objectives of this study are:

To study the financial performance _

To explore the _

To analyse the factors affecting _

To investigate the influence _

(iv) Research Methodology:

- Research Design
- Nature and source of data/information to be collected.
- Sample and sampling technique. Rationale of chosen organisation and the sample.
- Tools and Techniques to be used for data collection - details of the tools/questionnaire to be used and its relevance with the objectives of the project.
- Method/s to be used for data collection.
- Data handling and analysis- organisation and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.

(v) Limitation of the proposed project, if any.

4. Submission of Synopsis

It must have the following components:

- Proper 'Proforma for Approval of Synopsis' duly signed by the student and the guide with dates.
- Bio-data of the Guide- A detailed biodata of the guide duly signed, in original, by the guide along with date. However in case of approved counsellors it is not required.

Instructions for filling up the Proforma for Approval of Synopsis:

Enrolment No: Mention the enrolment number assigned to you by the university. If your maximum duration of the programme (i.e 4 years) is over you need to seek Re-admission, before sending the synopsis. In case your synopsis was Approved on the earlier Enrolment Number, then the same has to be sought for the New Enrolment Number again, if you fail to do so the Project Report may not be accepted.

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

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

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

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

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

- Name and Date of Birth of the guide.
- Full Address and Contact Numbers of Residence and Current Work Place.
- Detailed Educational Qualifications - clearly mentioning the Degrees (with specialisation), Name and Address of the University/Institution and the year of award of degree/qualification, along with percentage of marks obtained.
- Detailed work experience, stated clearly in chronological order having details of the designation, period, name and contactable address of the organisations.
- Any other information relevant for Assessment of the Eligibility of the Guide. You may also attach current business card of the proposed guide.

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

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

Once the synopsis is ready in the format mention above, Student should upload on LMS the "Proforma for Approval of Project Proposal (MMPP - 001)" along with one copy of the proposal and duly signed Bio-data of the guide.

5. Evaluation of Synopsis

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

6. Feedback / Communication to the Learner

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

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

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

7. Resubmission of Project Proposal

In case of Non-Approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student.

In such case, the revised project proposal should be submitted along with fresh 'Project Proposal Proforma' and a copy of the rejected proposal and project proposal proforma bearing the comments of the evaluator.

PROJECT REPORT SUBMISSION

After a written communication regarding the Approval of synopsis is received the Project work may be undertaken.

1. Preparation of Project Report

Once you have carried out the study as envisaged in the approved synopsis then a report of the work done needs to be prepared. The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.

2. Structure of Project Report

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

(ii) **Research Methodology:** It may give details about Rationale, Statement of problem, Objectives of the Project, Scope of the study etc.

It should include the Research Design, Nature and Source of data/information collected, Sample and Sampling method with rationale.

Details of the tools:

- The Questionnaire and other methods used and their purpose
- Reliability and Validity of the tools used
- Data collection, Statistical tools used for Data Analysis

(iii) **Results and Discussion:** This should present the results in tabular or graphical format. The Interpretation of the data and results/findings may be given elaborately.

(iv) Summary and Conclusion

(v) Recommendations

(vi) Limitations of the Project, Direction for further research (optional)

(vii) Reference/Bibliography

(viii) Annexures/Appendices (Questionnaire used etc.)

The Final Project Report must have the following:

- Cover Page - must have the Name and Enrolment No. of the Student and the Name of the Guide, along with the Title of the Project.
- Detailed Table of Contents with Page Nos.
- All pages of the Project Report must be numbered as reflected in the Table of Contents.
- Approved Proposal (i.e., Project Proposal, approved proforma and bio-data of the guide) properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
- Certificate of Originality- duly signed by the student and the guide with dates.

3. Submission of Project Report

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

Project Report can be submitted any time throughout the year.

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

4. Viva-Voce

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

5. Plagiarism in Project Reports

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

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

CERTIFICATE OF ORIGINALITY

This is to certify that the project titled "_____

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

SIGNATURE OF SUPERVISOR

Place:
Date:

SIGNATURE OF STUDENT

Place:
Date:

The certificate may be submitted in the same format.

Important Notes While Preparing - Project Proposal

Upload the Project Proposal on LMS and retain a copy with you.

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

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

MBA(online) submission of Synopsis through LMS Portal.

Important Notes While Preparing - Project Report

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

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

ignou THE PEOPLE'S UNIVERSITY

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

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

Name of the Student : _____

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

Email Address: _____

Topic of the Project: _____
_____

Name and Address of the Supervisor: _____
_____
_____

Is the Supervisor an Academic Counselor of Management Programme of IGNOU? **Yes / No** **If yes, Code of Study Centre**_____

Courses he/ she is counseling for: _____
_____

No. of Students being guided: _____

Signature of Student **Signature of Supervisor**

Date: **Date:**

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

For Office Use Only

Synopsis	Supervisor	
Approved	Approved	Signature of Evaluator
Not Approved	Not Approved	Date:

Comments & Suggestions of the Evaluator

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

Counter Signature of the
Regional Director/Asst. Regional Director

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

8.0 GRIEVANCE REDRESSAL: WHOM TO CONTACT FOR WHAT

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

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

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

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

Sl. No.	Issumes	Authority to be contacted
1	Identity Card, Fee Receipt, Bonafide Certificate, Migration, Certificate, Scholarship Forms, change of name, correction of name/address	Concerned Regional Centre
2	Non-receipt of study material	Registrar (MPDD), IGNOU, Maidan Garhi, New Delhi-110068 Email: mpdd@ignou.ac.in, Ph: 011-29572008, 29572012
3	Change of Elective/Medium/opting of left over electives/ Deletion of excess credits	Concerned Regional Centre
4	Credit Transfer	Student Registration Division, Block No. 1 & 3, IGNOU, Maidan Garhi, New Delhi-110068 Email: registrarsrd@ignou.ac.in
5	Purchase of Audio/Video CDs	Marketing Unit, EMPC, IGNOU, Maidan Garhi, New Delhi- 110068 Email: empcmktunit@ignou.ac.in
6	Academic Content	Director of the School concerned (www.ignou.ac.in)
7	Approval of a Project Synopsis of Studies/Regional Centres	Project Co-ordinator in the Concerned School
8	.International Students residing in India should contact	Director, International Division, IGNOU, Block-15, Section K, Maidan Garhi, New Delhi. Tel. Nos. : 29533987; 29571681 E-mail : internationaldivision@ignou.ac.in

Sl. No.	Issues related	Contact No.	Controlling Officer & Telephone No.	E-mail ID
9	Issue of Degree/ Diploma Certificate/ Despatch of returned Degrees/ Verification of Degrees/ Convocation	011-29572213 011-29535438	Asstt. Registrar 011-29572224	convocation@ignou.ac.in bhavna@ignou.ac.in ssbhandari@ignou.ac.in
10	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,	011-29572209 011-29572202	Asstt. Registrar 011-29535064	examiii@ignouac.in termendexam@ignou.ac.in
11	Test Results/Queries related to dispatch of attendance, list of examinees etc./ writer			
12	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 011-29572211	Section Officer 011-29536103 Section Officer 011-29536743	mdresult@ignou.ac.in bdresult@ignou.ac.in practicalsed@ignou.ac.in bdresult@ignou.ac.in dpresult@ignou.ac.in
13	Declaration of results of Masters, Bachelor and Diploma programme/ Issue of gradecard and provisional certificate of Masters, Bachelor and Diploma level programme			
14	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
15	Verification of genuineness of provisional certificate and grade card/ Issue of Transcript	011-29572210	Section Officer 011-29536405	gcverification@ignou.ac.in
16	Queries related to UFM cases	011-29572208 011-29576405	Section Officer	ufmgroup@ignou.ac.in
	Status of Project Report of all Programmes/ Dissertation and Viva marks	011-29571324 011-29571321	Asstt.Registrar 011-29532294	projects@ignou.ac.in
	A) Queries related to Assignment Marks	011-29571325 011-29571319	Asstt.Registrar 011-29571313	assignment@ignou.ac.in
	B) Students general enquiries and grievances/ Issue of duplicate mark sheet	011-29572218 011-29571313	Asstt. Registrar	sedgrievance@ignou.ac.in
	C) Discrepancy in grade card, non updation of grade/marks in the grade card etc.	011-29572208 011-29572211 011-29572212	Dy. Director/ Asstt. Director	mdresult@ignou.ac.in bdresult@ignou.ac.in bdpresult@ignou.ac.in dpresult@ignou.ac.in cpresult@ignou.ac.in

Appendix- 1

IGNOU - ARMY, NAVY, ASSAM RIFLES RECOGNIZED REGIONAL CENTRES

Sl. No.	RC Name	Address	Operational Area
1	AGARTALA RC CODE: 26	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE MALAY NAGAR P.O. RENTERS COLONY AGARTALA-799 004 TRIPURA 0381- 251 6714 rcagartala@ignou.ac.in	STATE OF TRIPURA (DISTRICT: DHALAI, NORTH TRIPURA, SOUTH TRIPURA, WEST TRIPURA, GOMATI, UNOKOTI)
2	AHMEDABAD RC CODE: 09	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE OPP. NIRMA UNIVERSITY SARKHEJ-GANDHINAGAR HIGHWAY CHHARODI AHMEDABAD - 382 481 GUJARAT 02717-242976, 241580 rcahmedbad@ignou.ac.in	STATE OF GUJARAT (DISTRICT: AHMEDABAD, ANAND, BANASKANTHA, BHARUCH, DAHOD, GANDHINAGAR, MEHSANA, PATAN, SABARKANTHA, SURAT, VADODARA, VALSAD, DANG, KHEDA, NARMADA, NAVSARI, PANCHMAHAL, TAPI, ARAVALLI, MAHISAGAR, CHHOTA UDAIPUR AND **VAV-THARAD**) DAMAN & DADRA NAGAR HAVELI (U.T.)
3	AIZAWL RC CODE: 19	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE, SELESIH (A-S ROAD), AIZAWL, MIZORAM PIN- 796014 0389-2391692 rcaizwal@ignou.ac.in	STATE OF MIZORAM (DISTRICT: AIZAWL, LUNGLEI, KOLASIB, MAMIT, SERCHHIP, SAIHA, CHAMPHAI, LAWNGTLAI, SAITUAL, HNAHTHIAL, KHAWZAWL)
4	ALIGARH RC CODE: 47	LOCAL OFFICE REGIONAL DIRECTOR IGNOU REGIONAL CENTRE SRI TIKA RAM KANYA MAHAVIDYALAYA RAM GHAT ROAD, ALIGARH (UP)- 202001 MOBILE NO. 8869829838 MAIN OFFICE REGIONAL DIRECTOR IGNOU REGIONAL CENTRE	(STATE OF UTTAR PRADESH (DISTRICT: ALIGARH, BUDAUN, ETAH, ETAWAH, FIROZABAD, KASHIRAM NAGAR/KASGANJ, HATHRAS, MAINPURI)

Sl. No.	RC Name	Address	Operational Area
		PLOT NO. 88, VILLAGE-TUSYANA KNOWLEDGE PARK 5, GREATER NOIDA, GAUTAM BUDDHA NAGAR (U.P.) - 201306 rcaligarh@ignou.ac.in	
5	ANGUL RC CODE: 89	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE PLOT NO. 758/759 SIMILIPADA CHOWK Near PTC High School ANGUL - 759122; ODISHA 06764 - 230016/17: Students Support Services 06764 - 230018 : Office Administration rcangul@ignou.ac.in	STATE OF ODISHA (DISTRICT:SAMBALPUR, SUNDERGARH, BARAGARH, DEOGARH, SUBARNAPUR , BOUDH, ANGUL, JHARSUGUDA)
6	BENGALURU RC CODE: 13	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE NO. 222, SINGENA AGRAHARA VILLAGE SARJAPUR HOBLI, ANEKAL TALUK, BANGALORE - 560 099 PHONE NO.: 080-29607272 WHATSAPP NO.: 9449337272 rcbangalore@ignou.ac.in	STATE OF KARNATAKA (DISTRICT: BANGALORE URBAN, BANGALORE RURAL,CHIKBALLAPUR, CHITRADURGA, DAVANAGERE, KOLAR, RAMANAGARA, SHIVAMOGA, TUMAKURU, CHAMARAJANAGAR & CHIKKAMAGALURU DAKSHINA KANNADA, HASSAN, KODAGU, MANDYA, MYSURU, UDUPI)
7	BHAGALPUR RC CODE: 82	LOCAL OFFICE IGNOU REGIONAL CENTRE, DEPARTMENT OF ECONOMICS BUILDING TNB COLLEGE CAMPUS BHAGALPUR-812007 (BIHAR) Ph: 0641-2610055 MAIN OFFICE IGNOU REGIONAL CENTRE ROOM NO 305, INSTITUTIONAL AREA, MITHAPUR PATNA - 800001 BIHAR rcbhagalpur@ignou.ac.in	STATE OF BIHAR (DISTRICT: BHAGALPUR, BANKA, MUNGER)

Sl. No.	RC Name	Address	Operational Area
8	BHOPAL RC CODE: 15	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 12, ARERA HILLS BHOPAL BHOPAL - 462 011 MADHYA PRADESH 0755-2578455/2578452 0755-2570549 rcbhopal@ignou.ac.in	STATE OF MADHYA PRADESH (DISTRICT: ALIRAJPUR, BHIND, DATIA, HARDA, KHANDWA, MANDSAUR, NEEMUCH, RAJGARH, SHAJAPUR, BARWANI, BHOPAL, DEWAS, GUNA, HOSHANGABAD, JHABUA, KHARGONE, MORENA, RATLAM, SHEOPUR, VIDISHA, ASHOK NAGAR, BETUL, BURHANPUR, DHAR, GWALIOR, INDORE, RAISEN, SEHORE, SHIVPURI, UJJAIN, AGAR-MALWA)
9	BHUBANESWAR RC CODE: 21	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE C-1, INSTITUTIONAL AREA BHUBANESWAR ODISHA-751013 0674-2301348, 0674-2301352 rcbhubaneswar@ignou.ac.in	STATE OF ODISHA (DISTRICT : KHORDHA, PURI, NAYAGARH, DHENKANAL, CUTTACK, JAGAT SINGHPUR, KENDRAPARA, GAJAPATI, KANDHAMAL, GANJAM)
10	BIJAPUR RC CODE: 85	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 1st FLOOR, PLAZA II TOURISM DEPARTMENT BUILDING OPP. DR. B.R. AMBEDKAR STADIUM INDI ROAD, VIJAYAPURA - 586101 KARNATAKA 08352-252006 rcbijapur@ignou.ac.in	COVERING (DISTRICTS BAGALKOTE, VIJAYAPURA, BIDAR, KALABURAGI, KOPPAL, RAICHUR, YADGIR, HAVERI, GADAG, BALLARI, BELAGAVI, DHARWAD, VIJAYANAGAR) STATE OF MAHARASHTRA (DISTRICTS SOLAPUR, LATUR)
11	CHANDIGARH RC CODE: 06	MAIN OFFICE IGNOU REGIONAL CENTRE PLOT NO. 5, SECTOR 12 (PART I) URBAN ESTATE, KARNAL 132001 (HARYANA) PHONE: 0184-2989777 (KARNAL) rcchandigarh@ignou.ac.in	STATE OF PUNJAB (DISTRICT: PATIALA, SAS NAGAR (MOHALI), RUP NAGAR, FATEHGARH SAHEB), STATE OF HARYANA (DISTRICT: AMBALA, PANCHKULA), CHANDIGARH (U.T.)
12	CHENNAI RC CODE: 25	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE PERIYAR THIDAL 84/1 EVK SAMPATH SALAI VEPERY CHENNAI 600 007	STATE OF TAMIL NADU (DISTRICTS: CHENNAI, THIRUVALLUR, KANCHIPURAM, VELLORE, THIRUVANNAMALAI,

Sl. No.	RC Name	Address	Operational Area
		TAMIL NADU 044-26618040, 044-26618489 rcchennai@ignou.ac.in	KRISHNAGIRI, DHARMAPURI, SALEM, NAMAKKAL, VILLUPURAM, CUDDALORE, PERAMBALUR, NAGAPATTINAM, CHENGALPATTU, TIRUPATTUR, KALLAKURUCHI, MAYILADUTHURAI, RANIPET) PUDUCHERRY (U.T.) (DISTRICTS: PUDUCHERRY & KARAIKAL)
13	COCHIN RC CODE: 14	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE KALOOR P.O. COCHIN 682 017 ERNAKULAM DISTRICT KERALA 0484-2340203/2348189/2345650 rccochin@ignou.ac.in	STATE OF KERALA (DISTRICT: ALAPPUZHA, ERNAKULAM, IDUKKI, KOTTAYAM, PALAKKAD, THRISSUR) LAKSHADWEEP (U.T.)
14	DARBHANGA RC CODE: 46	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE LALIT NARAYAN MITHILA UNIV. CAMPUS, KAMESHWAR NAGAR, NEAR CENTRAL BANK OF INDIA DARBHANGA 846 004, BIHAR 06272-251862/06272-251833 Mobile no: 9431691933 rcdarbhanga@ignou.ac.in	STATE OF BIHAR (DISTRICT: BEGUSARAI, DARBHANGA, EAST CHAMPARAN, GOPALGANJ, SHEOHAR, SITAMARHI, SAMASTIPUR, MADHUBANI, MUZAFFARPUR & WEST CHAMPARAN)
15	DEHRADUN RC CODE: 31	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE NANOOR KHERA, TAPOVAN RAIPUR ROAD DEHRADUN - 248 008 UTTARAKHAND 0135-2789200 0135-2789205 rcdehradun@ignou.ac.in	STATE OF UTTARAKHAND (DISTRICT: DEHRADUN, PAURI, CHAMOLI, TEHRI, UTTARAKASHI, RUDRAPRAYAG, HARIDWAR, NAINITAL, ALMORA, PITHORAGARH, US NAGAR, CHAMPAWAT, BAGESHWAR)
16	DELHI 1 RC CODE: 07	IGNOU REGIONAL CENTRE DELHI-1 2ND FLOOR, PERIYAR CENTER FC33, PLOT NO. 1 & 2	STATE OF DELHI (COVERING AREAS OF MEHRAULI, CHANAKYAPURI, LODHI COLONY, SOUTH EXTENSION, R.K. PURAM,

Sl. No.	RC Name	Address	Operational Area
		INSTITUTIONAL AREA, JASOLA NEW DELHI 110025 CONTACT NO.: 011-46552431 EMAIL: RCDELHI1@IGNOU.AC.IN	VASANT KUNJ, SAKET, GREEN PARK, LAJPAT NAGAR, G.K., MALVIYA NAGAR, BHOGAL, ASHRAM, HAUZ KHAS, MUNIRIKA, OKHLA, SANGAM VIHAR, FRIENDS COLONY, BADARPUR), STATE OF HARYANA (DISTRICT:FARIDABAD, PALWAL)
17	DELHI 2 RC CODE: 29	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE IAEA HOUSE 17-B, INDRAPRASTHA ESTATE, MAHATMA GANDHI MARG, NEW DELHI - 110 002 DELHI 011-23379373, 23379376, 23379377 rcdelhi2@ignou.ac.in	STATE OF DELHI (COVERING AREAS OF KARALA, PRAHLADPUR, BANAGAR, LIBASPUR, RAMA VIHAR, RANI BAGH, SULTAN PURI, BUDH VIHAR, MANGOLPURI, PITAMPURA, JAHANGIR PURI, JHARODA MAJARA, BURAI, DR. MUKHERJEE NAGAR, MODEL TOWN, SHAKURPUR, COLONY, GTB NAGAR, ASHOK VIHAR, SHASTRI NAGAR, CIVIL LINES, YAMUNA VIHAR, NAND NAGRI BHR)
18	DELHI 3 RC CODE: 38	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE DELHI LIBRARY ASSOCIATION BUILDING RANGANATHAN BHAWAN, C BLOCK, NEAR COMMUNITY CENTRE, NARAINA VIHAR NEW DELHI - 110 028 DELHI 011-25774255, 011-25774256 rcdelhi3@ignou.ac.in	STATE OF DELHI (COVERING AREAS OF MUNDKA, NANGLOI JAT, PEERAGARHI, UNJABI BAGH, BAKARWALA, MEERA BAGH, MOTI NAGAR, TILAK NAGAR, TILANGPUR KOTLA, VIKASPURI, SUBHASH NAGAR, UTTAM NAGAR, JANAKPURI, NAJAFGARH, MAHAVIR ENCLAVE, SAGARPUR, DWARKA, PALAM, PALAM FARMS, KAPASHERA, DHAULA KUAN, NARAINA, MAHIPALPUR, MANSAROVAR GARDEN),

Sl. No.	RC Name	Address	Operational Area
19	DEOGHAR RC CODE: 87	REGIONAL DIRECTOR IGNOU Regional Centre Mandakini Sadan, Basuwadih Rohini Road, PO Jasidih Deoghar-814142, Jharkhand Ph:+91-9848423053, 8986613424	STATE OF HARYANA (DISTRICTS: GURUGRAM, NUH) STATE OF JHARKHAND COVERING (DISTRICTS DEOGHAR, GODDA, SAHIBGANJ, PAKUR, DUMKA, JAMTARA & GIRIDIH)
20	GANGTOK RC CODE: 24	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 6TH MILE, TADONG PO. TADONG, DISTRICT -GANGTOK SIKKIM - 737102 03592- 232826 / 270923 / 231102 / 231103 rcgangtok@ignou.ac.in	STATE OF SIKKIM (DISTRICT: GANGTOK, GYALSHING, MANGAN, NAMCHI, PAKYONG, SORENG)
21	GUWAHATI RC CODE: 04	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE HOUSE NO 71, GMCH ROAD CHRISTIAN BASTI GUWAHATI GUWAHATI ASSAM 781005 0361- 2343785 rcguwahati@ignou.ac.in	STATE OF ASSAM (DISTRICT: KARBI ANGLONG (EAST), KARBI ANGLONG (WEST), MORIGAON, DARRANG, KAMRUP, KAMRUP METROPOLITAN, NALBARI, BARPETA, BONGAIGAON, DHUBRI, SOUTH SALMARA-MANKACHAR, GOALPARA, KOKRAJHAR, BAKSA, UDALGURI, CHIRANG, DIMA HASAO, CACHAR, HAILAKANDI, KARIMGANJ, BAJALI, TAMULPUR)
22	HYDERABAD RC CODE: 01	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE FIRST FLOOR, M-5 BLOCK MANORANJAN COMPLEX, TELANGANA STATE HOUSING BOARD COMPLEX M.J. ROAD, NAMPALLY, HYDERABAD TELANGANA - 500 001 040-23117550 Mobile : 9492451812 rchyderabad@ignou.ac.in	STATE OF TELANGANA (DISTRICT: ADILABAD, BHADRADRI KOTHAGUDEM, HYDERABAD, JAGTIAL, JANGAON, JAYASHANKAR BHUPALAPALLY, JOGULAMBA GADWAL, KAMAREDDY, KARIMNAGAR, KHAMMAM, KOMARAM BHEEM ASIFABAD, MAHABUBNAGAR,

Sl. No.	RC Name	Address	Operational Area
			MANCHERIAL, MEDAK, MEDCHAL MALKAJGIRI, NAGAR KURNOOL, NALGONDA, NIRMAL, NIZAMABAD, PEDDAPALLI, RAJANNA SIRCILLA, RANGAREDDY, SANGAREDDY, SIDDIPET, SURYAPET, VIKARABAD, WANAPARTHY, WARANGAL, HANUMAKONDA, YADADRI BHUVANAGIRI, MULUGU, NARAYANPET)
23	IMPHAL RC CODE: 17	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE ASHA JINA COMPLEX NORTH A.O.C. IMPHAL - 795 001 MANIPUR 0385- 2953462 rcimphal@ignou.ac.in	STATE OF MANIPUR (DISTRICT: BISHNUPUR, CHURACHANDPUR, CHANDEL, IMPHAL EAST, IMPHAL WEST, SENAPATI, TAMENGLONG, THOUBAL, UKHRUL, KAKCHING, TENGNOUPAL, KAMJONG, KANGPOKPI, JIRIBAM, NONEY, PHERZAWL)
24	ITANAGAR RC CODE: 03	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE HMCT BUILDING RAJIV GANDHI GOVT. POLYTECHNIC VIVEK VIHAR ITANAGAR - 791113 ARUNACHAL PRADESH 0360-2954805 0360-2954806 rcitanagar@ignou.ac.in	STATE OF ARUNACHAL PRADESH (DISTRICT: ANJAW, CHANGLANG, EAST KAMENG, EAST SIANG, KURUNG KUMEY, KRA DAADI, LONGDING, LOHIT, LOWER DIBANG VALLEY, LOWER SUBANSIRI, PAPUM PARE, TAWANG, TIRAP, DIBANG VALLEY, UPPER SUBANSIRI, UPPER SIANG, WEST KAMENG, WEST SIANG, KAMLE, LEPARADA, LOWER SIANG, NAMSAI, PAKKE KESSANG, SHIYOMI, SIANG)
25	JABALPUR RC CODE: 41	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 2ND FLOOR, RAJSHEKHAR BHAVAN RANI DURGAVATI VISHVAVIDYALAYA CAMPUS, PACHPEDI JABALPUR - 482 001	STATE OF MADHYA PRADESH (DISTRICT: ANUPPUR, BALAGHAT, CHHINDWARA, DINDORI, JABALPUR, KATNI, MANDLA, NARSINGHPUR, SEONI, SHAHDOL, SIDDHI,

Sl. No.	RC Name	Address	Operational Area
		MADHYA PRADESH 0761-2600411/2609896 rcjabalpur@ignou.ac.in	SINGRAULI, UMARIA, DAMOH, PANNA, SAGAR, CHHATTARPUR, REWA, SATNA, NIWARI, TIKAMGARH, PANDHURNA, MAUGANJ, MAIHAR)
26	JAIPUR RC CODE: 23	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 70/79-84, SECTOR - 7, PATEL MARG, MANSAROVAR, JAIPUR - 302020, RAJASTHAN 0141-2785730 rcjaipur@ignou.ac.in	STATE OF RAJASTHAN (DISTRICT: AJMER, ALWAR, BARAN, BEAWAR, BHARATPUR, BHILWARA, BUNDI, CHITTORGARH, CHURU, DAUSA, DEEG, DHOLPUR, HANUMANGARH, JAIPUR, JHALAWAR, JHUNJHUNU, KARAULI, KHAIRTHAL-TIJARA, KOTA, KOTPUTLI - BEHROR, SAWAI MADHOPUR, SIKAR, SRIGANGANAGAR & TONK)
27	JAMMU RC CODE: 12	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE RAJINDER VIHAR, PHASE-1, BANTALAB, JAMMU. JAMMU & KASHMIR-181123 0191-2503153 rcjammu@ignou.ac.in	STATE OF JAMMU & KASHMIR (JAMMU REGION - DISTRICTS: DODA, JAMMU, KATHUA, KISHTWAR, POONCH, RAJOURI, RAMBAN, REASI, SAMBA, UDHAMPUR)
28	JODHPUR RC CODE: 88	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE NEAR NIFT CAMPUS NAGAUR ROAD NH-62 KARWAR, JODHPUR -342037 (RAJASTHAN) 0291-2755424/2756579 0291-2751424 rcjodhpur@ignou.ac.in studentsrcjodhpur@ignou.ac.in	STATE OF RAJASTHAN COVERING (DISTRICTS: JODHPUR, BARMER, JAISALMER, RAJASMAND, UDAIPUR, BIKANER, JALORE, SIROHI, NAGAUR, DUNGARPUR, PALI, PRATAPGARH, BANSWARA, BALOTRA, PHALODI , DIDWANA-KUCHAMAN & SALUMBER,)
29	JORHAT RC CODE: 37	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE P/O KOROKATOLY, BALIGAON, JORHAT-785015 ASSAM 0376- 2951116/2951114 rcjorhat@ignou.ac.in	STATE OF ASSAM (DISTRICT: NAGAON, GOLAGHAT, JORHAT, SIVASAGAR, DIBRUGARH, TINSUKIA, LAKHIMPUR, DHEMAJI, SONITPUR, BISWANATH, CHARAIDEO, HOJAI & MAJULI)

Sl. No.	RC Name	Address	Operational Area
30	KARNAL RC CODE: 10	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE PLOT NO. 5 SECTOR-12 (PART-1) URBAN ESTATE KARNAL 132001 HARYANA 0184-2271514 rckarnal@ignou.ac.in	STATE OF HARYANA FATEHABAD, HISAR (DISTRICT: BHIWANI, JHAJJAR, JIND, KAITHAL, KARNAL, KURUKSHETRA, MAHENDRAGARH PANIPAT, REWARI, ROHTAK, SIRSA, SONIPAT, YAMUNANAGAR AND CHARKHI DADRI)
31	KHANNA RC CODE: 22	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE I.T.I. BUILDING, BULEPUR, KHANNA - 141401 DISTRICT: LUDHIANA PUNJAB 01628-229993 / 237361 rckhanna@ignou.ac.in	STATE OF PUNJAB (DISTRICT: GURDASPUR, AMRITSAR, TARN TARAN, KAPURTHALA, JALANDHAR, HOSHIARPUR, SBS NAGAR/NAWANSHAHR, BARNALA, SANGRUR, BATHINDA, MANSA, SRI MUKTSAR SAHIB, LUDHIANA, FEROZEPUR, FARIDKOT, MOGA, FAZILKA, PATHANKOT, MALERKOTLA)
32	KOHIMA RC CODE: 20	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE AGRILAND BUILDING, BELOW A.G. OFFICE, A.G. COLONY KOHIMA - 797 001 NAGALAND 0370-2950270 rckohima@ignou.ac.in	STATE OF NAGALAND (DISTRICT: KOHIMA, DIMAPUR, WOKHA, MOKOKCHUNG, ZUNHEBOTO, TUENSANG, LONGLENG, KIPHIRE, MON, PEREN, PHEK, CHÜMOUKEDIMA)
33	KOLKATA RC CODE: 28	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE BIKASH BHAWAN, 4TH FLOOR NORTH BLOCK SALT LAKE, BIDHAN NAGAR KOLKATA - 700 091 WEST BENGAL 033-23349850 rckolkata@ignou.ac.in	STATE OF WEST BENGAL (DISTRICT: KOLKATA, NORTH 24 PARAGANAS, SOUTH 24 PARAGANAS, PURBA MEDINIPUR, PASCHIM MEDINIPUR, BANKURA, HOWRAH, HOOGHLY, PURULIA, PASCHIM BARDHAMAN, PURBA BARDHAMAN, NADIA, JHARGRAM)
34	KORAPUT RC CODE: 44	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE DISTRICT AGRICULTURE OFFICE ROAD	STATE OF ODISHA (DISTRICT: KORAPUT, MALKANGIRI, RAYAGADA, NABARANGPUR,

Sl. No.	RC Name	Address	Operational Area
		BEHIND WOMEN'S COLLEGE AT/PO/DISTT.- KORAPUT 764 020 ODISHA 06852- 252982, 9439331223 rckoraput@ignou.ac.in	KALAHANDI, NUAPADA, BALANGIR)
35	LUCKNOW RC CODE: 27	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 5-C/INS-1, SECTOR - 5 VRINDAVAN YOJNA, TELIBAGH LUCKNOW 226 029 UTTAR PRADESH 0522-2442832 rclucknow@ignou.ac.in	STATE OF UTTAR PRADESH (DISTRICT: AMETHI, AURAIYA, BAHRAICH, BALRAMPUR, BANDA, BARABANKI, BAREILLY, BASTI, CHITRAKUT, AYODHYA, FARRUKHABAD, FATEHPUR, GONDA, HAMIRPUR, HARDOI, JALAUN, JHANSI, KANNAUJ, KANPUR RURAL, KANPUR URBAN, KAUSHAMBI, LAKHIMPUR(KHERI), LALITPUR, LUCKNOW, MAHOBA, PILIBHIT, RAEBARELI, SHAHJAHANPUR, SHRAVASTI, SIDDHARTH NAGAR, SITAPUR, UNNAO)
36	MADURAI RC CODE: 43	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE SIKKANDAR CHAVADI ALANGANALLUR ROAD (BEHIND JEEVA THEATRE) MADURAI 625 018 TAMIL NADU 0452-2380775 / 2380733 rcmadurai@ignou.ac.in	STATE OF TAMIL NADU (DISTRICT: COIMBATORE, DINDIGUL, ERODE, KARUR, MADURAI, THE NILGIRIS, PUDUKKOTTAI, RAMANATHAPURAM, SIVAGANGAI, THANJAVUR, THENI, THIRUVARUR, TIRUCHIRAPPALLI, TIRUPUR, VIRUDHUNAGAR, ARIYALUR, TIRUNELVELI, TENKASI, THOOTHUKUDI)
37	MUMBAI RC CODE: 49	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 1st, 2nd & 3rd FLOOR, MAHATMA BUILDING -03, PLOT NO.43 SECTOR 09, OPP DAV PUB. SCHOOL NEW PANVEL EAST TALUKA PANVEL, DISTT. RAIGAD MAHARASHTRA 410206	STATE OF MAHARASHTRA (DISTRICT: MUMBAI, THANE, RAIGAD, RATNAGIRI, PALGHAR, MUMBAI SUBURBAN)

Sl. No.	RC Name	Address	Operational Area
		022- 27489764 rcmumbai@ignou.ac.in	
38	NAGPUR RC CODE: 36	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE "GYAN VATIKA" 14, HINDUSTAN COLONY AMARAVATI ROAD NAGPUR - 440 033 MAHARASHTRA 0712-2536999, 4528428 rcnagpur@ignou.ac.in	STATE OF MAHARASHTRA (DISTRICT: AKOLA, AMRAVATI, BHANDARA, BULDHANA, CHANDRAPUR, GADCHIROLI, GONDIA, NAGPUR, WARDHA, WASHIM, YAVATMAL, NANDED, PARBHANI, HINGOLI,)
39	NOIDA RC CODE: 39	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE PLOT NO. 88, VILLAGE- TUSYANA KNOWLEDGE PARK 5, GREATER NOIDA, GAUTAM BUDDHA NAGAR (U.P.) - 201306 0120-2405012 / 2405014 rcnoida@ignou.ac.in	STATE OF UTTAR PRADESH (DISTRICT: GAUTAM BUDHHA NAGAR, GHAZIABAD, MEERUT, BAGHPAT, BULANDSHAHR, HAPUR, SAHARANPUR, MUZAFFARNAGAR, BIJNOR, SHAMLI, AMROHA, MORADABAD, SAMBHAL RAMPUR, AGRA, MATHURA) STATE OF DELHI (MAYUR VIHAR PH- I & II, MAYUR VIHAR EXTN., VASUNDHARA ENCLAVE, EAST DELHI)
40	PANAJI RC CODE: 08	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE H. NO. 1576 NEAR P&T STAFF QUARTERS ALTO PORVORIM P.O. 403 521, GOA 0832-6742069 rcpanaji@ignou.ac.in	STATE OF GOA (DISTRICT: NORTH GOA, SOUTH GOA), STATE OF KARNATAKA (DISTRICT: UTTARA KANNADA), STATE OF MAHARASHTRA (DISTRICT: SINGDHUDURG)
41	PATNA RC CODE: 05	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE INSTITUTIONAL AREA MITHAPUR, PATNA PATNA - 800 001 BIHAR 0612-2365039 rcpatna@ignou.ac.in	STATE OF BIHAR (DISTRICT: ARWAL, BHOJPUR, BUXAR, JEHANABAD, LAKHISARAI, NALANDA, PATNA, SHEIKHPURA, VAISHALI, SIWAN, SARAN, ROHTAS, KAIMUR, NAWADA, GAYA JI, AURANGABAD, JAMUI)
42	PORT BLAIR	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE OPPOSITE TO AIR CARGO	ANDAMAN & NICOBAR ISLANDS [U.T.] (DISTRICT: NORTH & MIDDLE

Sl. No.	RC Name	Address	Operational Area
	RC CODE: 02	COMPLEX, VIP ROAD, P.O. JUNGLIGHAT SRI VIJAYA PURAM - 744 103 SOUTH ANDAMAN ANDAMAN & NICOBAR ISLANDS 03192-242888 / 230111 rcportblair@ignou.ac.in	ANDAMAN, SOUTH ANDAMAN, NICOBAR)
43	PUNE RC CODE: 16	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE NEAR VITTHAL MANDIR NEXT TO PALAK PARK SOCIETY, BALEWADI GAON, BALEWADI PUNE-411 045 (MAHARSHTRA) PHONE NUMBERS :- 020-29911579,020-29912364, 020-29910886	STATE OF MAHARASHTRA (DISTRICT: NANDURBAR, DHULE, JALGAON, CHHATRAPATI SAMBHAJI NAGAR (AURANGABAD), NASHIK, JALNA, AHILYANAGAR (AHMEDNAGAR), BEED, PUNE, DHARASHIV (OSMANABAD), SANGLI, SATARA, KOLHAPUR)
44	RAGHUNATHGANJ	LOCAL OFFICE 1ST FLOOR, B-9 KARMATIRTHA COMPLEX, UMARPUR, (NEAR UMARPUR CROSSING, HAAT BAZAR) RAGHUNATHGANJ, P.O-GHORSALA, DIST. MURSHIDABAD - 742235 (WEST BENGAL) rcraghunathganj@ignou.ac.in MAIN OFFICE REGIONAL DIRECTOR IGNOU REGIONAL CENTRE BIKASH BHAWAN, 4TH FLOOR NORTH BLOCK SALT LAKE, BIDHAN NAGAR KOLKATA - 700 091 (WEST BENGAL) rckolkata@ignou.ac.in	STATE OF WEST BENGAL (DISTRICT: MURSHIDABAD, BIRBHUM, MALDA))
45	RAIPUR RC CODE: 35	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE IGNOU COMPLEX ANNANDAM ROAD HOUSING BOARD COLONY, KACHNA, POST: SADDU RAIPUR - 492 014	STATE OF CHHATTISGARH (DISTRICT: BILASPUR, DHAMTARI, DURG, JANJGIR- CHAMPA, JASHPUR, KANKER, KAWARDHA, KORBA, KORIYA, MAHASAMUND, RAIGARH,

Sl. No.	RC Name	Address	Operational Area
		CHHATTISGARH 0771-2428285 0771-2283285/2971322 rcraipur@ignou.ac.in RC Raipur Website: ignourcraipur.ac.in RC Facebook: ignouRcraipur RC Twitter Handle: @IGNOURaipur Rc	RAIPUR, RAJNANDGAON, SURAJPUR, SARGUJA, BALOD, BALODBAZAR, BALRAMPUR, BEMETARA, GARIABANDH, MUNGELI, DANTEWADA, BASTAR, KONDAGAON, NARAYANPUR, BIJAPUR, SUKMA, SARANGARH-BILAIGARH, MOHLA MANPUR, SAKTI, MANENDRAGARH-CHIRMIRI-BHARATPUR, KHAIRAGARH-CHHUIKHANDAN-GANDAI, GAURELA-PENDRA-MARWAHI.
46	RAJKOT RC CODE: 42	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE KANKOT MAIN ROAD, OFF KALAWAD ROAD, OPP. ADARSH NIVASI BOY'S SCHOOL, RAJKOT - 360 005 GUJARAT 9426600671 Email id: rcrajkot@ignou.ac.in Facebook Account: → @IGNOU RegionalCentreRajkot Twitter/X.com:→ @IGNOU_RC_Rajkot Facebook Page: →@IGNOURC Rajkot Instagram: → @ignourcrajkot YouTube: → @rcrajkot7313	STATE OF GUJARAT (DISTRICT: RAJKOT, KACHCHH, JAMNAGAR, PORBANDAR, JUNAGADH, AMRELI, BHAVNAGAR, SURENDRANAGAR, DEV-BHOOMI DWARKA, GIR-SOMNATH, BOTAD, MORBI), DIU (U.T.)
47	RANCHI RC CODE: 32	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE KRISHNA MALL 2ND FLOOR OPPOSITE GST BUILDING ASHOK NAGAR, RANCHI - 834 002 JHARKHAND 0651-2244688/2244699 0651-2244677 rcranchi@ignou.ac.in	STATE OF JHARKHAND (DISTRICT: RANCHI, LOHARDAGA, GUMLA, SIMDEGA, LATEHAR, WEST SINGHBHUM, SERAIKELA KHARSAWAN, EAST SINGHBHUM, HAZARIBAGH, CHATRA, KODERMA, KHUNTI, BOKARO, DHANBAD, GARHWA, PALAMU, RAMGARH)
48	SAHARSA	REGIONAL DIRECTOR	STATE OF BIHAR COVERING

Sl. No.	RC Name	Address	Operational Area
	RC CODE: 86	IGNOU REGIONAL CENTRE KOSHI CHOWK SAHARSA-852201 BIHAR 06478-219015, 219019, 295252 rcsaharsa@ignou.ac.in	(DISTRICTS: KHAGARIA, SAHARSA, SUPAUL, MADHEPURA, KATIHAR, ARARIA, KISHANGANJ & PURNEA)
49	SHILLONG RC CODE: 18	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE UMSHING -MAWKYNROH NEHU CAMPUS SHILLONG - 793 022 MEGHALAYA 0364- 2950669 rcshillong@ignou.ac.in	STATE OF MEGHALAYA (DISTRICT: EAST GARO HILLS, EAST JAINTIA HILLS, EAST KHASI HILLS, NORTH GARO HILLS, RI BHOI, SOUTH GARO HILLS, SOUTH WEST GARO HILLS, SOUTH WEST KHASI HILLS, WEST GARO HILLS, WEST JAINTIA HILLS, WEST KHASI HILLS, EASTERN- WEST KHASI HILLS)
50	SHIMLA RC CODE: 11	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE BLOCK NO. 9, SDA COMPLEX, KASUMPTI, SHIMLA 171 009 HIMACHAL PRADESH 0177-2624612 / 2624613 0177 - 2624611 rcshimla@ignou.ac.in	STATE OF HIMACHAL PRADESH (DISTRICT: BILASPUR, CHAMBA, HAMIRPUR, KANGRA, KINNAUR, KULLU, LAHAUL & SPITI, MANDI, SHIMLA, SIRMAUR, SOLAN, UNA)
51	SILIGURI RC CODE: 45	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 17/12 J C BOSE ROAD SUBHAS PALLY SILIGURI - 734 001 WEST BENGAL 0353-2526818 rcsiliguri@ignou.ac.in rcsiligurihelpdesk@ignou.ac.in	STATE OF WEST BENGAL (DISTRICTS: COOCHBEHAR, ALIPURDUAR, JALPAIGURI, DARJEELING, KALIMPONG , UTTAR DINAJPUR AND DAKSHIN DINAJPUR)
52	SRINAGAR RC CODE: 30	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE SAIDA KADAL, RAINAWARI, SRINAGAR - 190003 0194-3102400 0194-3102401 e-mail: rcsrinagar@ignou.ac.in website: rcsrinagar.ignou.ac.in	DISTRICTS: ANANTNAG, BANDIPORE, BARAMULLA, BUDGAM, GANDERBAL, KULGAM, KUPWARA, PULWAMA, SHOPIAN, SRINAGAR, LEH, KARGIL)
53	TRIVANDRUM RC CODE: 40	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE	STATE OF KERALA (DISTRICTS:

Sl. No.	RC Name	Address	Operational Area
		CAMPUS MUTTATHARA, VALIYATHURA P.O THIRUVANANTHAPURAM, KERALA- 695 008 PHONE: 0471-2344113, 9447044132 rctrivandrum@ignou.ac.in	PATHANAMTHITTA, KOLLAM THIRUVANANTHAPURAM), STATE OF TAMIL NADU (DISTRICTS: KANYAKUMARI) ,
54	VARANASI RC CODE: 48	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE GANDHI BHAWAN B.H.U. CAMPUS VARANASI 221005 UTTAR PRADESH 0542-2368622 / 2369629 0542-2368448 rcvaranasi@ignou.ac.in	STATE OF UTTAR PRADESH (DISTRICT: AMBEDKAR NAGAR, AZAMGARH, BALLIA, CHANDAULI, DEORIA, GHAZIPUR, GORAKHPUR, JAUNPUR, KUSHINAGAR, MAHARAJGANJ, MAU, MIRZAPUR, SANT KABIR NAGAR, BHADOHI, SONEBHADRA, VARANASI, PRAYAGRAJ, PRATAPGARH, SULTANPUR)
55	VATAKARA RC CODE: 83	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 14/329, B-E (Adj. to 110KV KSEB Sub-Station) PUTHOOR PO, VATAKARA, 673104 KERALA 0496-2525281 rcvatakara@ignou.ac.in	STATE OF KERALA (DISTRICT: KANNUR, KASARAGOD, WAYANAD, KOZHIKODE, MALAPPURAM), [MAHE- PUDUCHERRY(UT)]
56	VIJAYAWADA RC CODE: 33	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 9-76-18, S.K.P.V.V. HINDU HIGH SCHOOL PREMISES KOTHAPETA, 1- TOWN VIJAYAWADA - 520 001 ANDHRA PRADESH 0866-2565253 / 2565959 rcvijayawada@ignou.ac.in	STATE OF ANDHRA PRADESH (DISTRICT: KRISHNA, NTR, GUNTUR, PALNADU, BAPATLA, PRAKASHAM, SPSR NELLORE, TIRUPATI, CHITTOOR, ANNAMAYYA, Y.S.R.(KADAPA), KURNOOL, NANDYAL, ANANTAPUR, SRI SATHYA SAI)
57	VISAKHAPATNAM RC CODE: 84	REGIONAL DIRECTOR IGNOU REGIONAL CENTRE 2ND FLOOR, VUDA COMPLEX SECTOR-12, USHODAYA	STATE OF ANDHRA PRADESH COVERING DISTRICTS: (SRIKAKULAM, PARVATHIPURAM MANYAM,

Sl. No.	RC Name	Address	Operational Area
		JUNCTION, MVP COLONY VISAKHAPATNAM - 530017 ANDHRA PRADESH 0891-2511200 rcvisakhapatnam@ignou.ac.in	VIZIANAGARAM, VISAKHAPATNAM, ALLURI SITHARAMA RAJU, ANAKAPALLI, KAKINADA, DR. B. R. AMBEDKAR KONASEEMA, EAST GODAVARI, ELURU, WEST GODAVARI) & YANAM OF PUDUCHERRY UT
58	RAIRANGPUR RC CODE: 90	REGIONAL DIRECTOR IGNOU] REGIONAL CENTRE MUNICIPALITY, KALYAN MANDAP BUILDING RAIRANGPUR, ODISHA-757043 06794-222097 rcrairangpur@ignou.ac.in	STATE OF ODISHA (DISTRICT: KEONJHAR, MAYURBHANJ, BHADRAK, BALASORE, JAJPUR)

Appendix 2

COURSE OUTLINES

MMPC-001: MANAGEMENT FUNCTIONS AND ORGANISATIONAL PROCESSES

Block-I: Introduction to Management

Unit - 1: Management: An Overview

Unit - 2: Management and its Evolution

Unit - 3: Roles of Managers

Block-II: Managerial Processes -I

Unit -4: Planning

Unit- 5: Organizing

Unit-6: Staffing and Directing

Block-III: Managerial Processes -II

Unit-7: Controlling

Unit-8: Leading and Motivating

Unit-9: Decision Making

Block-IV: Organisational Processes

Unit-10: Organisation Structure & Design

Unit-11: Organisation Communication Processes

Unit-12: Organisation Cultures

Unit-13: Managing Change

Unit-14: Ethics and Corporate Social Responsibility

MMPC-002: HUMAN RESOURCES MANAGEMENT

Block-I: Introduction to Human Resource Management

Unit-1: Concept and Evolution of HRM

Unit-2: Functions of HRM

Unit-3: Environment and HRM

Block-II: Sourcing of Human Resources

Unit-4: Human Resource Planning

Unit-5: Job Analysis, Design and Evaluation

Unit-6: Recruitment and Selection

Unit -7: Socialisation and Mobility

Block-III: Performance and Compensation Management

Unit-8: Performance Management

Unit-9: Career Development

Unit-10: Training and Development

Unit-11: Compensation and Rewards Management

Block-IV: Employer -Employee Relations

Unit-12: Employee Engagement Processes

Unit-13: Grievance Handling and Discipline Procedures

Unit-14: Unions and Associations

MMPC-003: BUSINESS ENVIRONMENT

Block -I: Introduction to Business Environment

Unit 1: Introduction to Business and Environment

Unit 2: Economic Growth and Development

Unit 3: Socio-cultural and politico Legal Environment

Unit 4: Business Ethics and CSR

Block -II: Overview of Indian Economy

Unit 5: Indian Financial System

Unit 6: Industrial Policy Framework

Unit 7: Agribusiness Environment

Block -III: Structural Reforms

Unit 8: New Economic Policy

Unit 9: Financial Sector and Fiscal Sector Reforms

Block -IV: International Business Environment

Unit 10: International Financial System

Unit I 1: BOP

Unit 12: Foreign Trade

Unit 13: Sources of Global Financing

Unit 14: Technological Environment

MMPC-004: ACCOUNTING FOR MANAGERS

Block-I: Accounting: An Overview

Unit-1: Introduction to Accounting

Unit-2: Preparation of Books of Accounts

Unit-3: Financial Statements

Unit-4: Preparation of Final Accounts of Companies

Unit 5: Cash Flow Statement

Block-II: Cost Accounting

Unit-6: Understanding and Classifying Costs

Unit-7: Absorption and Marginal Costing

Unit-8: Activity based costing

Block-III: Application of Cost Accounting

Unit-9: Cost-Volume-Profit Analysis

Unit-10: Budgeting and Budgetary Control

Unit-11: Variance Analysis

Block-IV: Financial Statement Analysis

Unit-12: Understanding Annual Reports

Unit-13: Comparative, Common Size and Trend Statements

Unit-14: Ratio Analysis

Block-V: Emerging Issues in Accounting

Unit-15: Human Resource Accounting

Unit-16: Forensic Accounting

MMPC-005: QUANTITATIVE ANALYSIS FOR MANAGERIAL APPLICATIONS

Block-I: Data Collection & Analysis

Unit-1: Quantitative Decision Making - An Overview

Unit-2: Collection of Data

Unit-3: Presentation of Data

Unit-4: Measures of Central Tendency

Unit-5: Measures of Variation and Skewness

Block-II: Probability & Probability Distribution

Unit-6: Basic Concepts of Probability

Unit-7: Discrete Probability Distributions

Unit-8: Continuous Probability Distributions Unit-9: Decision Theory

Block-III: Sampling & Sampling Distributions

Unit-10: Sampling Methods

Unit-11: Sampling Distributions Unit-12: Testing of Hypotheses Unit-13: Chi-Square Tests

Block-IV: Forecasting Methods

Unit-14: Business Forecasting

Unit-15: Correlation & Regression Unit-16: Time Series Analysis

MMPC-006: MARKETING MANAGEMENT

Block-I: Introduction to Marketing and Markets

Unit-1: Marketing: An Overview

Unit-2: Marketing Environment Analysis

Unit-3: Market Segmentation, Targeting and Positioning

Unit-4: Consumer Behaviour

Block-II: Product and Pricing Decisions

Unit-5: Product Decisions

Unit-6: Branding Act packaging Decisions

Unit-7: Product Life Cycle (PLC) and New Product Development (NPD

Unit-8: Pricing Decisions

Block-III: Distribution and Promotion Decisions

Unit-9: Integrated Marketing Communication Unit-10: Advertising and Sales Promotion

Unit-11: personal Selling and Managing Sales Personnel Unit-12: Distribution Management

Block-IV: Sectoral Applications and Emerging Issues

Unit-13: Marketing of Services Unit-14: Digital Marketing

Unit-15: Other Emerging Issues in Marketing

MMPC-007: BUSINESS COMMUNICATION

Block-I: Introduction to Communication

Unit-1: Basic of Communication

Unit-2: Process of Communication

Unit-3: Types of Communication

Unit-4: Forms of Communication at Workplace

Block-II: Oral Communication at Work

Unit-5: Listening and Reading Skills

Unit-6: Interpersonal Communication

Unit-7: Communication in Meetings

Unit-8: Presentation Skills

Block-III: Written communication at Work

Unit-9: Basics of Written Business Communication

Unit-10: Short Business Correspondences

Unit-11: Long Business Correspondence

Block-IV: Communication in Organisation

Unit-12: Communication for Employment

Unit-13: Technology and Communication

Unit-14: Cross Cultural Communication

Unit-15: Ethics in Communication

MMPC-008: INFORMATION SYSTEMS FOR MANAGERS

Block-I: Information Technology for Managers

Unit-1: Information Technology: An Overview

Unit-2 : Computers and Smart Devices

Unit-3 : Computer Software

Unit-4: Networking Technologies

Block-II: Information Systems

Unit-5: MIS and Control Systems

Unit-6: Information Systems Economics and Security

Unit-7: Transaction Processing Systems, DSS and EIS

Unit-8: Integrated Applications

Block-III: Analysis and Computer Languages

Unit-9: Building Information Systems

Unit-10: System Analysis and Design

Unit-11: Computer Programming and Languages

Block-IV: Support Systems for Management Decisions

Unit-12: Database Resource Management

Unit-13: Data Warehousing and Data Mining

Unit-14: Artificial Intelligence and Decision Support Systems

Unit-15: Emerging Trends in IT

MMPC-009: MANAGEMENT OF MACHINES AND MATERIALS

Block-I: Operations Management: Facility Planning

Unit-1: Operations Management: An Overview

Unit-2: Product Selection and Process selection

Unit-3: Facilities Planning

Unit-4: Facilities layout and Material Handling

Block-II: Operation Planning & Control

Unit-5: Planning and Control for Mass Production

Unit-6: Planning and Control for Batch Production

Unit-7: Planning and Control for Job Shop Production

Unit-8: Planning and Control of Projects

Block-III: Planning Design & Value Engineering

Unit-9: Capacity Planning

Unit-10: Work Design and Job Design

Unit-11: Value Engineering and Quality Assurance

Block-IV: Materials Management

Unit-12: Purchase system & Procedure and Inventory Management

Unit-13: Standardization, Codification and Variety Reduction

Unit-14: Waste Management

MMPC-010: MANAGERIAL ECONOMICS

Block-I: Introduction to Managerial Economics

Unit 1: Scope of Managerial Economics

Unit 2: The Firm: Stakeholders, Objectives and Decisions Issues

Unit 3: Basic Concepts and Techniques

Block-II: Demand and Revenue Analysis

Unit 4: Demand Concepts and Analysis

Unit 5: Demand Elasticity

Unit 6: Demand Estimation and Forecasting

Block-III Production and Cost Analysis

Unit 7: Production Function

Unit 8: Short Run Cost Analysis

Unit 9: Long Run Cost Analysis

Block-IV Pricing Decisions

Unit 10: Market Structure and Barriers to Entry

Unit 11: Pricing Under Competition and Pure Monopoly

Unit 12: Pricing Under Monopolistic and Oligopolistic Competition

Unit 13: Pricing Strategies

MMPC-011: SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

Block-I: Introduction to Organisational Behaviour

Unit-1: Concept of Organisational Behaviour

Unit-2: Approaches to Organisational Behaviour

Unit-3: Evolution of Organisational Behaviour

Block - II: Intrapersonal Processes

Unit-4: Personality, Values and Attitudes

Unit-5: Learning and Behavioural Modification

Unit-6: Perception and Attribution

Unit-7: Motivation

Block - III: Interpersonal and Group Processes

Unit-8: Group Dynamics and Team Building

Unit-9: Conflict and Negotiation Strategies

Unit-10: Job Stress

Block - IV: Emerging Trends

Unit-11: Employee Empowerment

Unit-12: Organisational Citizenship Behaviour

Unit-13: Organisational Inclusiveness

Unit-14: Diversity Management

Unit-15: Positive Approaches to Work Behaviour

MMPC-012: STRATEGIC MANAGEMENT

Block-I: Introduction to Strategic Management

Unit-1: Concept of Strategy Unit-2: Strategic Framework

Unit-3: Strategy in Global Context

Block-II: Environmental Analysis

Unit-4: External Environmental Analysis

Unit-5: Competitive Analysis

Unit-6: Internal Environmental Analysis

Block-III: Formulation of Strategy

Unit-7: Business Level Strategy

Unit-8: Competitive Strategy

Unit-9: Corporate Level Strategy

Block - IV: Strategy Implementation and Control

Unit-10: Implementation - Behavioural Dimensions

Unit-11: Corporate Governance

Unit-12: Control

Unit-13: Evaluation

MMPC-013: BUSINESS LAW

Block-I: Overview of Business Law

Unit-1: Introduction to Business Law

Unit-2: Principles and Concepts

Block-II: Business Forms and Regulations

Unit-3: Companies Act

Unit-4: Partnership Act

Block-III: Business Contracts

Unit-5: General Principles of Contracts

Unit-6: International Contracts of Sale

Block-IV: Regulations on Financing and Investments of Business

Unit-7: Banking and other allied Regulations

Unit-8: Foreign Exchange Management and related regulations

Unit-9: Insolvency and Bankruptcy

Block-V: Intellectual Property and Data Management

Unit-10: Intellectual Property Rights

Unit-11: Data Protection and Privacy

Block-VI: Sustainability and Business

Unit-12: Environment Protection and Sustainability

Unit-13: Competition Law

Unit-14: Consumer Protection

MMPC-014: FINANCIAL MANAGEMENT

Block-I: Financial Management: An Overview

Unit-1: Financial Management: An Introduction

Unit-2: Time Value of Money

Unit-3: Risk & Return

Unit-4: Valuation of Securities

Block-II: Cost of Capital and Investment Decisions

Unit-5: Cost of Capital

Unit-6: Capital Budgeting

Unit-7: Working Capital

Block-III: Financing Decisions

Unit-8: Financial Markets

Unit-9: Sources of Finance

Unit-10: Capital Structure

Unit-11: Leverage Analysis

Block-IV: Dividend Decisions

Unit-12: Theories of Dividends

Unit-13: Dividend Policies

Block-V: Emerging Issues of Finance

Unit-14: Behavioural Finance

Unit-15: Financial Restructuring

MMPC-015: RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS

Block- I: Introduction to Research Methodology

Unit-1: Research Methodology: An Overview

Unit-2: Steps for Research Process

Unit-3: Research Designs

Block- II: Data Collection and Measurement

Unit-4: Methods and Techniques of Data Collection

Unit-5: Attitude Measurement and Scales

Unit-6: Questionnaire Designing

Unit-7: Sampling and Sampling Designs

Block- III: Data Presentation and Analysis

Unit-8: Data Processing

Unit-9: Statistical Analysis and Interpretation of Data: Nonparametric Tests

Unit-10: Multivariate Analysis of Data

Block- IV: Report Writing and Presentation

Unit-11: Ethics in Research

Unit-12: Substance of Reports

Unit-13: Formats of Reports

Unit-14: Presentation of a Report

MMPC-016: INTERNATIONAL BUSINESS MANAGEMENT

Block-I: Introduction to International Business

Unit-l: Dynamics of International Business

Unit-2: Globalization and evolving paradigm

Unit-3: International Business Environment: An Overview

Block-II: International Trade

Unit-4: Trade theories

Unit-5: WTO Agreement

Unit-6: Regional Trade Blocks

Block-III: Strategies of International Business

Unit-7: International Entry Strategies

Unit-8: Organizational Structures

Unit-9: Strategic Alliances

Block-IV: International Business Functions

Unit-10: International Marketing

Unit-11: International Finance

Unit-12: International operations and logistics management

Unit-13: International HRM

MMPC-017: ADVANCED STRATEGIC MANAGEMENT

Block-I: Introduction to Corporate Management

Unit-l: Corporate Management: An Overview

Unit-2: Corporate Policy

Block-II: Corporate Level Growth Strategy

Unit-3: Intensive Growth Strategies

Unit-4: Integration and Diversification Growth Strategies

Unit-5: Strategic Alliances

Block-III: International Strategy

Unit-6: Internationalization Process

Unit-7: Evaluation of Market Risk Assessment

Unit-8: Entry into the International Markets

Block-IV: Strategic Enablers

Unit-9: IT and Strategy

Unit-l 0: Technology and R&D

Unit-11: Knowledge Management Unit-12: Innovation

MMPC-018: ENTREPRENEURSHIP

Block-I: Entrepreneurship: An Overview

Unit-1: Introduction to Entrepreneurship

Unit-2: Entrepreneurial Competencies

Unit-3: Dimensions of Entrepreneurship

Block-II: Entrepreneurship in India

Unit - 4: Entrepreneurship and Government Policies

Unit- 5: Entrepreneurship and Economic Development

Block-III: Establishing A New Enterprise

Unit - 6: Identification of a Business Idea/Opportunity

Unit - 7: Financing an Enterprise

Unit - 8: Evaluating and Preparing Business Plan

Unit - 9: Implementing Business Plan

Unit - 10: Managing the Enterprise

Block-IV: Special Issues

Unit - 11: Social Entrepreneurship

Unit - 12: Rural Entrepreneurship

Unit- 13: Ethical Entrepreneurship

Unit - 14: Cultural Governance and Family Business

MMPC-019: TOTAL QUALITY MANAGEMENT

Block-I: TQM: AN OVERVIEW

Unit-1: Basic Concepts and Methods

Unit-2: Quality Management: Leading Thinkers

Unit-3: Building Blocks of TQM

Block-II: Strategic Perspectives

Unit-4: Economics of Quality

Unit-5: TQM and Business Strategy

Unit-6: Quality-Centred Strategic Planning

Block-III: Tools and Techniques

Unit-7: Statistical Quality Control

Unit-8: Tools and Techniques of TQM

Block-IV: Organization and Leadership

Unit-9: Organization for Quality

Unit-10: Quality Culture and Leadership

Block-V: Systems and Standards

Unit-11: ISO 9000 Quality Management System

Unit-12: ISO 14000 Environmental Management System

Unit-13: Other Standards

Unit 14: Management Systems for Safety and Health

Unit 15: Quality Auditing and Certification

MMPC-020: BUSINESS ETHICS AND CSR

Block -I: Ethics and Business

Unit-1: Business Ethics: An Overview

Unit-2: Concepts and Theories of Business Ethics

Unit-3: Ethical Dilemmas

Unit-4: Ethics in Business

Block -II: Evolution and Concept of CSR

Unit-5: CSR: An Overview

Unit-6: Business Strategy in CSR

Unit-7: CSR in Global Context

Unit-8: Business Ethics and CSR: Linkages

Block -III: Corporate Social Responsibility in India

Unit-9: CSR in Indian Context

Unit-10: CSR Legislation and Policy Guidelines

Unit-11: CSR in PSUs

Block -IV: CSR Implementation and Sustainability

Unit-12: CSR Reporting Process & Auditing

Unit-13: Roles and Responsibilities of CSR Department

Unit-14: CSR and Sustainable Development

MMPH-001: ORGANISATIONAL THEORY AND DESIGN

Block-I: Understanding Organisations

Unit-1: Approaches to Understanding Organisations

Unit-2: Theoretical Frameworks

Unit-3: Organisational Effectiveness

Block-II: Basics of Organisational Structure

Unit-4: Fundamentals of Organisational Structure

Unit-5: Factors Affecting Organisational Structures

Block-III: Organisational Design

Unit-6: Typology of Organisational Designs

Unit-7: Contemporary Organisational Designs

Block-IV: Job Design

Unit-8: Approaches to Job Design

Unit-9: Emerging Trends at Work

Block-V: Internal Dynamics

Unit-10: Role of Organisational Culture in Design

Unit-11: Organisational Conflict

MMPH-002: HUMAN RESOURCE DEVELOPMENT

Block-I: Introduction to HRD

Unit-1: Human Resource Development: An Overview

Unit-2: HRD Systems

Unit-3: HRD: Processes and Methods

Block-II: Managing HRD

Unit-4: HRD for Employees

Unit-5: Role of HR Managers

Unit-6: Competency Mapping

Unit-7: Analysis of performance and career planning

Block-III: HRD in Practice

Unit-8: HRD Culture and Climate

Unit-9: Counseling, Coaching and Mentoring Unit-10: HRD in Industrial Relations

Block-IV: Experiences and Trends in HRD

Unit-11: Emerging Trends and Perspectives

Unit-12: HRD Experiences

MMPH-003: HUMAN RESOURCE PLANNING

BLOCK-I: Foundations of Human Resource Planning

Unit -1: Aligning HR Planning with Business Strategy

Unit -2: Labour market dynamics

Unit -3: Job Analysis

BLOCK-II: Methods of Human Resource Planning

Unit -4: HR Demand Analysis

Unit -5: HR Supply Analysis

Unit -6: HR Mapping and stock taking

Unit -7: Formulating HR Plan

BLOCK-III: Measurement of Human Resource Planning Decisions

Unit- 8: Human Resource Analytics for HRP decisions

Unit -9: Human Resource Audit

Unit -10: Human Resource Accounting

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

Unit- 11: Contemporary Trends in HRP

Unit- 12: Issues and Challenges in HRP

MMPH-004: INDUSTRIAL AND EMPLOYMENT RELATIONS

Block- I: Industrial and Employment Relations: An Overview

Unit-1: Concept and Approaches

Unit-2: Evolution

Unit-3: Constitution, ILO and Legal Framework

Unit-4: Labour Administration in India

Unit-5: Global trends

Block-II: Trade Unionism

Unit-6: Development and Functions of Trade Unions

Unit-7: Trade Union Structure, Leadership and Recognition

Unit-8: Managerial Unionism

Unit-9: Employment Relations in Non Union Firms

Block-III: Collective Bargaining

Unit-10: Collective bargaining

Unit-11: Bargaining structure, process, and agreements

Unit-12: Negotiation

Block-IV: Grievance, Discipline and Conflict Resolution

Unit-13: Grievance Handling

Unit-14: Discipline in Organisations

Unit-15: Industrial Conflict

MMPH-005: ORGANISATIONAL DEVELOPMENT AND CHANGE

Block- I: Understanding Change

Unit-1: Concept of Managing Change

Unit-2: Types of Change

Unit-3: Factors Critical to Change

Unit-4: Organisational Culture and Change

Block-II: Organisational Development

Unit-5: Organisational Development: An Overview

Unit-6: Organisational Development Interventions

Unit-7: Organisational analysis

Block-III: Forms of Organisational Change

Unit-8: Mergers and Acquisitions

Unit-9: Turn Around Management

Unit-10: Process Based Change

Unit-11: Group Based Approaches to Change

Unit-12: Evaluation of Organisational Change

Block-IV: Role of Change Agent

Unit-13: Roles and Skills in Managing Change

Unit-14: Managing Resistance to Change

MMPH-006: ORGANIATIONAL DYNAMICS

Block- I: Organisational Dynamics: An Overview

Unit-1: Understanding Organisational Dynamics

Unit-2: Group Dynamics

Unit-3: Dynamics of Communication

Unit-4: Organisational Politics

Block-II: Role Dynamics

Unit-5: The Concept and Systems of Roles

Unit-6: Changing Patterns of Roles in Work life

Block-III: Power Dynamics

Unit-7: Bases of Power

Unit-8: Politics of Power

Unit-9: Role of Leaders

Block-IV: Inter-Organisational Dynamics

Unit-10: Cross Cultural Dynamics

Unit-11: Managing Alliances and Coalition

MMPH-007: COMPENSATION AND REWARDS MANAGEMENT

Block-I: Compensation and Rewards: An Overview

Unit-1: Compensation and rewards management

Unit-2: Frameworks of compensation policy and reward system

Unit-3: Economic and behavioural issues

Unit-4: International trends

Block-II: Legal Frameworks of Compensation and Rewards

Unit-5: Legal framework

Unit-6: Job evaluations and Internal Equity

Block-III: Compensation Management

Unit-7: Pay structure

Unit-8: External equity and pay surveys

Unit-9: Institutional mechanisms for compensation

Block-IV: Rewards Management

Unit-10: Reward systems

Unit-11: Incentive schemes

Unit-12: Allowances, Perquisites and benefits

MMPH-009: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Block-I: International Human Resource Management: An Overview

Unit-1: Introduction to International HRM

Unit-2: The Organisational Context of International HRM

Unit-3: Cross Cultural Diversity

Unit-4: Strategic Human Resource Management in International Context

Block-II: HRM Practices in International Context

Unit-5: Staffing for International Assignments

Unit-6: Training and Development in International Context

Unit-7: International Performance Management

Unit-8: International Compensation Management

Unit-9: Internal Career Management

Block-III: Behavioural Dynamics of IHRM

Unit-10: Leadership and Motivation in a Global Context

Unit-11: High Performance Work Systems

Block-IV: Issues and Challenges

Unit-12: International Employee Relations

Unit-13: IHRM Trends and Challenges

MMPF-001: WORKING CAPITAL MANAGEMENT

Block-I: Concepts and Determination

Unit-1: Conceptual Framework

Unit-2: Operating Environment of Working Capital

Unit-3: Determination of Working Capital

Block-II: Management of Current Assets

Unit-4: Management of Receivables

Unit-5: Management of Cash

Unit-6: Management of Marketable Securities

Unit-7: Management of Inventory

Block-III: Financing of Working Capital

Unit-8: Theories and Approaches

Unit-9: Payables Management

Unit-10: Bank Credit - Principles and Practices

Unit-11: Other Sources of Short Term Finance

Block-IV: Working Capital Management Issues and Practices

Unit-12: Working Capital Management in SMEs

Unit-13: Working Capital Management in Large Companies

Unit-14: Working Capital Management in MNCs

Unit-15: Case Studies

MMPF-002: CAPITAL INVESTMENT AND FINANCING DECISIONS

Block-I: Financial Decisions: An Overview

Unit-1: Nature of Long Term Financial Decisions

Unit-2: Cost of Capital

Unit-3: Capital Structure - Strategic Decisions

Block-II: Investment Decisions Under Certainty

Unit-4: Project Planning and Formulation

Unit-5: Investment Appraisal - Evaluation Criteria

Unit-6: Project Implementation and Control

Unit-7: Social Cost-benefit Analysis

Block-III: Investment Decisions Under Uncertainty

Unit-8: Investment Decisions - Risk & Uncertainty - I

Unit-9: Investment Decisions - Risk & Uncertainty - II

Block-IV: Long Term Financing Decisions

Unit-10: Financing through Domestic Capital Markets

Unit-11: Financing through Global Capital Markets

Unit-12: Other Modes of Financing

Block-V: Strategic Financial Decisions

Unit-13: Capital Restructuring

Unit-14: Financial Engineering

Unit-15: Investor Relations

MMPF-003: MANAGEMENT CONTROL SYSTEMS

Block-I: Management Control: Concepts and Contexts

Unit-1: Management Control Systems: An Introduction

Unit-2: Strategies and Management Control

Unit-3: Designing Management Control Systems

Block-II: Management Control Structure

Unit-4: Responsibility Centre

Unit-5: Cost Centre

Unit-6: Investment Centres

Unit-7: Transfer Pricing

Unit-8: Transfer Pricing

Block-III: Investment Decisions Under Uncertainty

Unit-9: Budgeting and Reporting

Unit-10: Performance Measurement

Unit-11: Reward and Compensation

Unit-12: Techniques of Management and Management Control

Block-IV: Long Term Financing Decisions

Unit-13: Services Organisations

Unit-14: Multinational and Export Organization

Unit-15: Management Control of Projects

Unit-16: Other Organizations

MMPF-004: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Block 1: An Overview

Unit-1: Introduction to Investment

Unit-2: Securities Market (regulation)

Unit-3: Risk and Return

Unit-4: Investment Theories

Block 2: Security Analysis

Unit-5: Economy Analysis

Unit-6: Industry Analysis

Unit-7: Company Analysis

Unit-8: Technical Analysis

Unit-9: Valuation of Securities

Block 3: Portfolio Management

Unit-10: Portfolio Analysis

Unit-11: Portfolio Selection

Unit-12: Capital Market Theory

Unit-13: Portfolio Revision

Block 4: Institutional and Managed Portfolios

Unit-14: Mutual Funds

Unit-15: Performance Evaluation of Managed Portfolio

MMPF-005: INTERNATIONAL FINANCIAL MANAGEMENT

Block I: International Financial Management

Unit-1: International Financial Management: An Introduction

Unit-2: The International Monetary System

Unit-3: The Balance of Payments and Exchange Rates

Block II: Foreign Exchange Market and Risk Management

Unit-4: Foreign Exchange Market and Exchange Rate Determination

Unit-5: Parity Conditions in International Finance and Currency Forecasting

Unit-6: Currency Futures, Options and Swaps

Unit-7: Management of Exposures

Block III: International Financing Decisions

Unit-8: Raising Funds from International Market

Unit-9: Financing Foreign Trade

Unit-10: Cost of Capital and Multinational Capital Structure

Block IV: International Investment Decisions

Unit-11: International Capital Budgeting

Unit-12: Working Capital Management for MNCs

Unit-13: Foreign Market Entry Strategies and Country Risk Management

Unit-14: International Portfolio Investment & International Asset Pricing

MMPF-006: MANAGEMENT OF FINANCIAL SERVICES

Block-I: Indian Financial System

Unit-1: Financial Systems and Markets: An Overview

Unit-2: Introduction to Financial Services

Unit-3: Regulatory Framework

Block-II: Fee Based Services

Unit-4: Merchant Banking

Unit-5: Broking and Trading

Unit-6: Credit Rating

Unit-7: Mutual Funds

Unit-8: Depository Services

Unit-9: Corporate Advisory Services

Block-III: Fund Based Services

Unit-10: Leasing and Hire Purchase

Unit-11: Housing Finance

Unit-12: Venture Capital

Unit-13: Factoring, Forfaiting, Bill Discounting and Asset Securitization

Unit-14: Other Services

Block-IV: Emerging Issues in Financial Services

Unit-15: Management of Risk in Financial Services

Unit-16: Technology and Financial Services

Unit-17: Portfolio Management Services

MMPF-007: EQUITY MARKETS

Block-I: Introduction to Financial Markets

Unit-1: Introduction to Financial System

Unit-2: Understanding Risk, Return and Volatility

Block-II: Primary Markets

Unit-3: Sources and Methods of Rising Capital

Unit-4: Issue Management

Unit-5: Regulatory Framework

Block-III: Secondary Markets

Unit-6: Trading and Settlement

Unit-7: Market Surveillance and Risk Management

Unit-8: Investor Grievances and Dispute Resolution

Block-IV: Valuation

Unit-9: Fundamental Analysis

Unit-10 Technical Analysis

Block - V: Special Issues

Unit-11: Portfolio Management

Unit-12: Index Construction

Unit-13: Mutual funds and Alternative Investment Funds

Unit-14: Investment Styles and Trading Strategies

MMPF-011: MANAGEMENT OF INSURANCE SERVICES

Block-I: Indian Insurance Sector: An Overview

Unit-1: Introduction to Insurance

Unit-2: Organisation Structure of Insurance Sector

Unit-3: Legal and Regulatory Environment

Block-II: Life Insurance

Unit-4: Life Insurance Policies

Unit-5: Group Insurance

Unit-6: Micro Insurance

Block-III: General Insurance

Unit-7: Health Insurance

Unit-8: Motor Insurance

Unit-9: Property Insurance

Unit-10: Agriculture Insurance

Unit-11: Other Types of Insurances

Block-IV: Managerial Issues of Insurance Sector

Unit-12: Corporate Governance for Insurance Sector

Unit-13: CSR in Insurance Sector

Unit-14: Solvency and Asset Liability Management

Unit-15: Financial Schemes of Government of India

MMPM-001: CONSUMER BEHAVIOUR

Block- I: Consumer Behaviour - Issues and Concepts

Unit-1: Consumer Behaviour- Nature, Scope, Models and Applications

Unit-2: Consumer Behaviour and Life-Style Marketing

Unit-3: Organisational Buying Behaviour

Block-II: Individual Influences on Buying Behaviour

Unit-4: Perception

Unit-5: Learning and Memory

Unit-6: Attitude and Attitude Change

Unit-7: Personality and Self-Concept

Unit-8: Consumer Motivation and Involvement

Block-III: Group Influences on Consumer Behaviour

Unit-9: Reference Group Influence and Group Dynamics

Unit-10: Family Buying Influence, Family Life-Cycle and Buying Roles

Unit-11: Cultural and Sub-Cultural Influences

Block-IV: The Buying Process

Unit-12: Problem Recognition and Information Search Behaviour

Unit-13: Information Processing

Unit-14: Alternative Evaluation

Unit-15: Purchase Process and Post-Purchase Behaviour

MMPM-002: SALES MANAGEMENT

Block-I: Introduction to Sales Management

Unit-1: Sale Management: Role, Nature and Ethics

Unit-2: Diversity of Selling Situations

Unit-3: Theories of Selling and Selling Process

Block-II: Selling Skills

Unit-4: Communication Skills

Unit-5: Negotiation Skills

Unit-6: Merchandising and Managing Sales Displays

Block-III: Managing the Sales Force

Unit-7: Recruitment, Selection and Training of the Sales Force

Unit-8: Compensation Management

Unit-9: Sales Leadership: Motivation, Coaching and Counselling

Unit-10: Evaluation of Sales Force and Monitoring

Block-IV: Sales Planning and Control

Unit-11: Sales Planning, Forecasting and Budgeting

Unit-12: Territory Management and Sales Quotas

Unit-13: Sales Organization

Unit-14: Sales Control, Analysis and Sales Audit

MMPM-003: PRODUCT AND BRAND MANAGEMENT

Block-I: Introduction to Product Management

Unit-1: Basic Concepts of Product and Product Planning

Unit-2: Product Life Cycle

Unit-3: Product Line Decisions

Unit-4: Product Portfolio

Block-II: New Product Development and Implementation

Unit-5: Organizing for New Product Development

Unit-6: Generation, Screening and Development of new Product Ideas

Unit-7: Concept Development Testing and Physical Development of the Product

Unit-8: New Product Launch

Block-III: Brand Management

Unit-9: Branding Concepts and Evolution

Unit-10: Brand Equity

Unit-11: Brand Building Blocks: Identity, Image and Positioning

Unit-12: Brand Architecture and Brand Extension

Block-IV: Managing Brand Equity

Unit-13: Enhancing Brand Equity

Unit-14: Managing Brands over time and Geographies

Unit-15: Measuring Brand Equity

MMPM-004: INTERNATIONAL MARKETING

Block -1: International Marketing - An Introduction

Unit- 1: Nature and Scope of International Marketing

Unit -2: Conceptual Framework

Unit -3: Institutional Framework

Block- 2: International Marketing Environment Analysis

Unit- 4: Socio-Cultural Environment

Unit- 5: Political and Legal Environment

Unit -6: Economic and Natural Environment

Unit -7: Technological Environment

Block -3: International Marketing Mix Strategy

Unit -8: International Product and Brand Management

Unit- 9: International IMC Strategy

Unit -10: International Pricing Strategy

Unit- 11: International Distribution Strategy

Block -4: International Marketing Planning

Unit -12: International Marketing Research

Unit -13: International Marketing Planning and Control

Unit- 14: Emerging Issues (Case Studies)

MMPM-005: MARKETING OF SERVICES

Block- I: Marketing of Services - An Overview

Unit-1: Marketing of Services: An Introduction

Unit-2: Conceptual Framework for Services Marketing

Unit-3: Consumer Behaviour in Services

Block-II: Services Marketing Mix

Unit-4: Product Decisions

Unit-5: Pricing Decisions

Unit-6: Place Decisions

Unit-7: Promotion Decisions

Block-III: Extended Marketing Mix for Services

Unit-8: Managing People

Unit-9: Managing Physical Evidence

Unit-10: Managing Service Process

Block-IV: Strategic Issues

Unit-11: Managing Service Quality

Unit-12: International Trade in Services

Unit-13: Managing Demand/Capacity

Unit-14: Emerging Issues

MMPM-006: MARKETING RESEARCH

Block -1: Concepts and Applications

Unit -1: Marketing Research: An Introduction

Unit -2: Applications of Marketing Research and Ethical Issues

Unit -3: Identifying and Defining Research Problems

Block -2: Data Collection and Processing

Unit- 4: Research Design Formulation

Unit- 5: Data Collection: Qualitative and Quantitative

Unit -6: Data Processing

Block-3: Data Analysis

Unit- 7: Hypothesis Testing

Unit- 8: Correlation and Simple Linear Regression

Unit -9: Multiple Regression Analysis

Unit- 10: Discriminant Analysis and Logistic Regression Analysis

Unit -11: Factor Analysis and Cluster Analysis

Unit -12: Conjoint Analysis and Multidimensional Scaling

Block 4: Emerging Issues

Unit -13: Big Data and Marketing Research

Unit-14: Internet based Marketing Research

Unit -15: Marketing Research and Social Media

MMPM-007: INTEGRATED MARKETING COMMUNICATION

Block - 1: Introduction to Integrated Marketing Communication

Unit - 1: Introduction to IMC

Unit - 2: Digital Era: Integration of Communication

Block - II: Advertising Campaign Planning and Execution

Unit - 3: Advertising Campaign Planning: Strategic Consideration

Unit - 4: Advertising Campaign Planning: Creative Consideration

Unit - 5: Advertising Campaign Planning: Media Considerations

Unit - 6: Measuring Advertising Effectiveness

Block - III: Marketing Communication Mix

Unit - 7: Managing Sales Promotion

Unit - 8: Direct Marketing

Unit - 9: Publicity and Public Relations

Unit - 10: Digital Marketing IMC: Budget Considerations

Block - IV: Strategic For IMC

Unit - 11: Media Buying: Changing Paradigms

Unit - 12: IMC: Legal and Ethical Issues

Unit - 13: Consumer Movement in India and Implications for IMC

Unit - 14: Strategies for Integrating the IMC Elements

MMPM-008: RURAL MARKETING

Block-I: RURAL MARKETS - AN OVERVIEW

Unit -1: Rural Markets in India

Unit- 2: Understanding Rural Environment

Unit -3: Understanding Rural Environment

Block-II: UNDERSTANDING THE RURAL CONSUMERS

Unit -4: Rural Buying Behaviour and Influencing Factors

Unit -5: Trends in Consumer Behaviour

Unit -6: Rural Marketing Research

Unit -7: Case Study

Block-III: MARKETING MIX STRATEGIES

Unit- 8: Product and Service Decisions

Unit- 9: Pricing Decisions

Unit -10: Integrated Marketing Communications (IMC) for Rural Markets

Unit -11: Case Study

Block-IV: ACCESSING RURAL MARKETS

Unit -12: Physical Infrastructure and Dynamics of Distribution

Unit -13: Participants in the Rural Distribution Process

Unit -14: Retailing and Distribution Strategy

Unit -15: Case Study

MMPM-009: RETAIL MANAGEMENT

Block - I: Introduction to Retail Management

Unit - 1: An Overview of Retail Sector

Unit - 2: Concepts of Retailing

Unit - 3: Retail Environment

Block - II: Retail Planning and Formats

Unit - 4: Strategic Retail Planning Process

Unit - 5: Models of Retailing

Unit - 6: Based on Ownership

Unit - 7: Store and Non-Store Based Retail Formats (Including Online Retailing)

Block - III: Retail Mix Strategies

Unit - 8: Retail Location Strategy

Unit - 9: Retail Product Mix and Merchandise Strategy

Unit - 10: Retail Pricing Strategy

Unit - 11: Retail Communication Mix Strategy

Unit - 12: Physical Evidence (Atmospherics)

Block - IV: Retail Operations Management

Unit - 13: Managing Store Operations

Unit - 14: Sourcing and Inventory Management

Unit - 15: Managing People and Processes

Unit - 16: Customer Relationship Management (Focus on Retailing)

MMPO-001: OPERATIONS RESEARCH

Block- I: Introduction to Operations Research

Unit-1: Operations Research - An Overview

Unit-2: Linear Programming : Formulation and Graphical Method

Block- II: Linear Programming Problems and its Variants-I

Unit-3: Linear Programming - Simplex Method

Unit-4: Transportation Problems

Unit-5: Assignment Problems

Unit-6: Application of Excel Solver

Block- III: Linear Programming Problems and its Variants-II

Unit-7: Goal Programming

Unit-8: Integer Programming

Unit-9: Dynamic Programming

Unit-10: Introduction to Non - Linear Programming

Block- IV: Resource Allocation Models

Unit-11: Introduction to Game Theory and its applications

Unit-12: Monte Carlo Simulation

Unit-13: Queuing Models

MMPO-002: PROJECT MANAGEMENT

Block- I: Project Initiation

Unit-1: Introduction to Project Management

Unit-2: Project Feasibility

Unit-3: Project Chartering

Block- II: Project Planning

Unit-4: Project Scope Management

Unit-5: Project Network Analysis

Unit-6: Project Scheduling

Unit-7: Project Crashing

Unit-8: Earned Value Analysis

Block- III: Project Monitoring and Control

Unit-9: Project Management Information System

Unit-10: Project Monitoring and Control

Unit-11: Project Risk Management

Unit-12: Agile Project Management

Block- IV: Project Closure

Unit-13: Project Contracts and Partnering

Unit-14: Project Audit and Closure

MMPO-003: OPERATIONS MANAGEMENT

Block- I: Operations Management - An Overview

Unit- 1 : Operations Management: An Introduction

Unit -2 : Operations Strategy

Unit -3 : Sustainable Operations

Block- II: Designing Operations

Unit- 4 : Process & Capacity Analysis

Unit- 5 : Design of Manufacturing goods and Services

Unit -6 : Computerized layout design Algorithms

Block- III: Managing Operations

Unit- 7 : Demand Forecasting

Unit -8 : Inventory Planning & Control

Unit- 9 : Aggregate Production Planning

Unit -10: Materials Requirement Planning

Unit -11: Sequencing & Scheduling

Block- IV: Issues in Operations Management

Unit -12: Six Sigma Quality Control

Unit- 13: Managing Lean Operations

Unit -14: Reliability & Maintenance Management

Unit -15: Emerging trends/technologies in operations

MMPO-004: MANAGEMENT INFORMATION SYSTEMS

Block -I : Overview of Management Information System

Unit-1 : Introduction to Information Systems

Unit-2 : Introduction to MIS

Unit-3 : System Development Life Cycle (SDLC)

Block -II: Business Intelligence & Decision Making

Unit-4 : Introduction to Business Intelligence

Unit-5 : Information & Decision Making

Unit-6 : Spread Sheet Analysis

Block -III: Relational Database Management System

Unit-7 : Organizing Data

Unit-8 : Structured Query Language (SQL)

Unit-9 : DBMS Implementation and Future Trends

Block-IV : Emerging Technologies for Business

Unit-10 : Cloud Computing

Unit-11 : Big Data

Unit-12 : ERP

Unit-13 : Applications of IOT, AI & VR

Unit-14 : Block Chain

MMPO-005: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Block-I: Logistics and SCM: An Overview

Unit-1: Logistics and SCM- An Introduction

Unit-2: Customer Focus in SCM

Block-II: Strategic Supply Chain Management

Unit-3: Models of SCM Integration

Unit-4: Strategic Supply Chain Management

Block-III: IT Enabled SCM

Unit-5: Information Technology: A Key Enabler of SCM

Unit-6: E-Supply Chain Management

Block-IV: Cost and Performance Measurement in SCM

Unit-7: Cost Analysis and Measurement

Unit-8: Best Practices and Benchmarking for SCM

Unit-9: Performance Measurement and Evaluation of SCM

Block-V: Distribution Network Planning

Unit-10: Transportation Mix

Unit-11: Facility Location

Block-VI: Emerging Trends

Unit-12: SCM in Non-Manufacturing Sector

Unit-13: Design for Sustainable Supply Chain Unit-14: Future Trends and Issues

MMPO-006: MATERIALS MANAGEMENT

Block-I: Materials Management: An Overview

Unit-1: Introduction to Materials Management

Unit-2: Strategic Role of Materials Management

Block-II: Sourcing of Materials

Unit-3: Designing Supplier Network

Unit-4: Dynamics of Buyers-Sellers Relationship

Block-III: Materials Planning and Control

Unit-5: Materials Planning and Budgeting

Unit-6: Pull Vs Push System

Block-IV: Inventory Policies and Systems

Unit-7: Process Inventory

Unit-8: Spare Parts Management

Block-V: Warehouse Management

Unit-9: Codification and Standardisation of the Materials

Unit-10: Location and Layout of Warehouse

Unit-11: Warehouse Management System

Block-VI: Organization and Appraisal of Materials Management

Unit-12: Materials Management and its Organisation

Unit-13: Performance Evaluation and Appraisal

MMPO-007: MAINTENANCE MANAGEMENT

Block -I: Maintenance Management System - An Overview

Unit -1 : Introduction to Maintenance Management

Unit -2 : Organization and structure of maintenance system

Unit -3 : Maintenance Planning and Scheduling

Block- II: Maintenance Resource Management

Unit- 4 : Maintenance Costing and Budgeting

Unit -5 : Spare Parts & Inventory Management

Unit -6 : IT Enabled Maintenance Management

Unit- 7 : Human Resource Development in Maintenance Management

Block- III: Analytical Methods & Models

Unit- 8 : Reliability, Availability, Maintainability and RCM

Unit -9 : Failure Statistics, Data Analysis and Methods of Qualitative Analysis

Unit -10: Economics of Repair and Replacement of Equipment

Unit -11: Condition Based Maintenance (CBM)

Block -IV: Issues in Maintenance Management

Unit -12: Sustainability and Safety

Unit -13: Total Productive Maintenance (TPM)

Unit -14: Maintenance Audit

Unit -15: Maintenance 4.0

MMPO -008: INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Block - I: An Overview

Unit - 1: Conceptual Framework

Unit - 2: Global SCM and Influence of Agencies

Unit - 3: Strategic Orientation to Global SCM

Block - II: Demand Management and Customer Services

Unit - 4: Demand Measurement and Management

Unit - 5: Customer Services

Unit - 6: Information Technology and SCM

Block - III: Global Transportation Decision

Unit - 7: Importance of Transportation in Global Logistics

Unit - 8: Modes of International Transportation

Unit - 9: Documentation in Global Logistics

Block - IV: Warehousing and Inventory Decisions in Global Logistics

Unit - 10: Warehousing

Unit - 11: Inventory Management

Unit - 12: Outsourcing Decisions in Global Logistics

Block - V: Performance Measurement and Future Trends

Unit - 13: Performance Measurement and Metrics of Global Logistics

Unit - 14: Logistic Audit and Control

Unit - 15: Future Trends in International Logistics Supply Chain Management (LSCM)

MMPB-005: MARKETING OF FINANCIAL SERVICES

Block -I: Financial Services in India

Unit - 1: Financial Services Markets: An Overview

Unit - 2: Marketing of Financial Services: Issues and Concept

Unit -3: Consumer Behaviour in Relation to Financial Services

Block - II: Marketing of Banking and Other Services

Unit - 4: Banking Products and Services

Unit - 5: Non-Banking Financial Services

Unit- 6: Distribution, Pricing and Promotions Strategy for Banking Services

Unit - 7: Attracting and Retaining Bank Customers

Block - III: Merchant Banking and Allied Services

Unit - 8: Issue Management and Underwriting Services

Unit - 9: Stock Broking Services

Block - IV: Sector Specific Marketing Strategies

Unit - 10: Marketing of Insurance Services

Unit - 11: Marketing of Mutual Funds

Unit - 12: Marketing of Pension Funds

Block - V: Emerging Issues

Unit - 13: Technology and Digital Marketing

Unit - 14: CRM and Role of Analytics

Unit- 15: Future Directions

Appendix 3

INDIRA GANDHI NATIONAL OPEN UNIVERSITY
Student Evaluation Division Maidan Garhi, New Delhi-110068

APPLICATION FORM FOR OBTAINING DUPLICATE GRADE CARD/MARK SHEET

A) Name.....

B) Programme.....

C) Enrolment No. | | | | | | | | | |

D) Complete Address:.....

.....

.....Pin: | | | | | | |

E) Contact No: (Mobile No.) …… Landline No: …….....……..

F) Month and Year of the Exam .....

G) Centre from where appeared at last examination: …….....……..

…… .....

H) Challan/On-line/Demand Draft No. .....Dated .....

for Rs. 200/- or ....in favour of "IGNOU" payable at New Delhi

Date : ....

Signature

Note : Fee for duplicate grade card is Rs. 200/- for Indian Students & Rs. 400/- for SAARC Countries Students and $10 for Non-SAARC Countries Students. The duplicate grade card/mark sheet will be sent by Registered post by the University.

The filled in form alongwith the requisite fee is to be sent to:-

The Registrar
(Student Evaluation Division)
Indira Gandhi National Open University
Block 12, Maidan Garhi
New Delhi-110 068

(You are advised to use the photocopy of this proforma)

Appendix 4

INDIRA GANDHI NATIONAL OPEN UNIVERSITY
STUDENT EVALUATION DIVISION
MAIDAN GARHI, NEW DELHI

APPLICATION FORM FOR EARLY DECLARATION OF RESULT OF TERM-END EXAMINATION

(Rules & regulations are mentioned on the reverse side of this form. Please go through them carefully before filling up the form).

1. Name : _____

2. Programme: [ ] Enrolment No: [ ][ ][ ][ ][ ][ ][ ][ ][ ]

3. Address:.....

.....

..... Pin [ ][ ][ ][ ][ ][ ]

4. Contact No: (Mobile No.)..... Landline No:.....

5. Reason for early declaration of result:

_____

_____

(Enclose a copy of the documentary evidence specifying the reason for early declaration)

6. Courses(s) detail for early evaluation:-

S. No.	Course Code	Date of Examination
1.	----------	----------
2.	----------	----------
3.	----------	----------
4.	----------	----------

7. Exam. Centre details, from where you have to appear at Term-end Examination:-

Exam. Centre Code: [ ]

Address of Exam. Centre: _____

_____

P.T.O.

8. **Fee detail**: -

(The fee for early declaration of result is Rs. 1000/- per course for Indian Students & Rs. 1200/- for SAARC Countries Students and $50 for Non-SAARC Countries Students, which is to be paid through demand draft drawn in favour of 'IGNOU' payable at the City of Evaluation Centre)

No. of Course(s): ..... X Rs. 1000/- or ..... = Total Amount: .....

Demand Draft No.: ..... Date: .....

Issuing Bank: .....

Date:.....

(Signature of the student)

RULES & REGULATIONS FOR EARLY DECLARATION OF RESULTS

1. Request for early declaration of results will be entertained for final semester/year or maximum of 4 backlog courses only, subject to the following conditions:-

   (i) The student has been selected for higher study/employment and statement of marks / grade card is required to be produced to the institute by a particular date, which is before the prescribed dates of declaration of the University's results.

   (ii) The student has completed all the other prescribed components except the term-end examination of the courses, for which early evaluation has been sought.

2. Application for early declaration, for the reasons such as to apply for recruitment/higher study/ post and promotion purpose etc. will not be entertained.

3. Application without enclosing documentary evidence specifying the reason for early declaration will not be entertained.

4. Application form must reach at the following address before the date of the examination for the course (s) for which early evaluation is sought:-

Sl. No.	Address of Evaluation Centre	Jurisdiction of Evaluation Centre
1.	Regional Director, IGNOU Regional Evaluation Centre, 3rd Floor, Sanchi Complex, Shivaji Nagar, Bhopal-462016 Madhya Pradesh	Bhopal, Jabalpur, Raipur, Ahmedabad, Rajkot, Nagpur, Pune, Jaipur, Jodhpur Saharsa and Mumbai

Sl. No.	Address of Evaluation Centre	Jurisdiction of Evaluation Centre
2.	Regional Director, IGNOU Regional Evaluation Centre, C/1, Institutional Area Bhubaneswar-751013 Odisha	Kolkata, Koraput, Raghunathganj, Ranchi, Bhubaneswar, Angul, Siliguri, Vijaywada, Hyderabad, Guwahati, Vishkhapatnam and Deoghar
3.	Dy. Registrar IGNOU Regional Evaluation Centre-Delhi Block-5, IGNOU, Maidan Garhi, New Delhi-110068, Ph. 011-29533565, 011-29571501	Delhi-1, Delhi-2, Delhi-3, Noida, Jammu, Srinagar and International Division Guyana (GOAL), Online Programme, E-Vidya Bharti etc.
4.	Deputy Registrar IGNOU Regional Evaluation Centre, IGNOU Complex, Kaloor PO Ernakulam Distt., Kochi-682017 Kerala Ph. 0484-2337028, 2337038	Kochi (Cochin), Banglore, Bijapur, Chennai, Madurai, Panaji, Portblair, Trivandrum and Vatakara
5.	Dy. Registrar IGNOU Regional Evaluation Centre Lucknow, IInd Floor, 5C/INS-1, Sector-5, Vrindavan Yojana, Telibagh, Lucknow-226029 Ph.: 0522-2442825	Chandigarh, Dehradun, Karnal, Khanna, Shimla, Varanasi & Lucknow
6.	In-Charge IGNOU Regional Evaluation Centre Shillong, IGNOU Regional Centre, NEHU Campus, Umshing, Mawkynroh, Shillong-793022, Meghalaya Ph.: 0364-2550130	Gangtok, Impha, Itanagar, Jorhat, Agartala, Aizwal, Kohim and Shillong
7.	Dr. Abhilash Nayak Assistant Regional Director/In-charge IGNOU Regional Evaluation Centre, Institutional Area, Mithapur, Patna-800001 Mob. No.: 9438036660	Patna, Bhagalpur and Dharbhanga

Appendix 5

INDIRA GANDHI NATIONAL OPEN UNIVERSITY
STUDENT EVALUATION DIVISION
MAIDAN GARHI, NEW DELHI-110068

APPLICATION FORM FOR IMPROVEMENT IN DIVISION/CLASS

(Rules & regulations are mentioned on the reverse side of this form. Please go through them carefully before filling up the form).

Prescribed dates for submission of form: **1st to 30th April for June Term-end Exam.**

1st to 31st October for December Term-end Exam.

1. Name: .....
2. Programme: _____ Enrolment No: | | | | | | | | | | |
3. Address: ....

....

..... Pin | | | | | | |
4. Contact No: (Mobile No.)..... Landline No:.....
5. Term-end examination, in which programme completed June and December .....
6. Total marks/Overall point grade obtained Percentage obtained

....

(Please enclosed photocopy of the statement of marks/grades card)

7. Courses(s), in which improvement is sought:

COURSE CODE	COURSE CODE
1. _____	4. _____
2. _____	5. _____
3. _____	

8. **Fee details:**

   (The fee for Improvement in Division/Class is Rs. 750/- per course for Indian Students & Rs. 2000/- for SAARC Countries Students and $60 for Non-SAARC Countries Students, which is to be paid through demand draft drawn in favour of "IGNOU" payable at New Delhi)

   No. of Course(s): ……..x Rs. 750/- or..... = Total Amount: ….....

   Demand Draft No.: ……..... Date: ……..... Issuing Bank:.…….....…….....….....
9. Term-end examination, in which you wish to appear : June/December, 20…….....…
10. Examination centre details, where you wish to appear in term-end examination:-

    Exam. Centre Code……. City/Town .....

    .....

UNDERTAKING

I hereby undertake that I shall abide by the rules & regulations prescribed by the University for improvement in Division/Class

Date:..... Signature……..

Place: ……... Name:……...

P.T.O.

RULES & REGULATIONS FOR IMPROVEMENT IN DIVISION/CLASS

1) The improvement of marks/grades is applicable only for the Bachelor's/Master's Degree Programmes, who have completed the programme. The eligibility is as under:-
   a. The students of Bachelor's/Master's Degree Programmes, who fall short of 2% marks to secure 2nd and 1st division.
   b. The students of Master's Degree Programmes only, who fall short of 2% marks to secure overall 55% marks.
2) Only one opportunity will be given to improve the marks/grade.
3) The improvement is permissible only in theory papers. No improvement is permissible in Practicals/ Lab courses, Projects, Workshops and Assignments etc.
4) Under the Provision of improvement, a maximum of 25% of the maximum credits required for successful completion of a programme shall be permitted.
5) Students wishing to improve the marks will have to apply within six months from the date of issue of final statement of marks/grade card to them, subject to the condition that their registration for the programme/course being applied for improvement, is valid till the next term-end examination in which they wish to appear for improvement.
6) No student willbe permitted to improve if maximum duration to complete the programme, including the re-admission period, has expired.
7) After appearing in the examination for improvement, better of the two examinations, i.e. marks/ grade already awarded and the marks/grade secured in the improvement examination will be considered.
8) In case of improvement, the month and year of completion of the programme will be changed to the Term-end examination, in which students appeared for improvement.
9) Students will be permitted for improvement of marks/grades provided that the examination for the particular course, in which they wish to improve, is being conducted by the University at that time.
10) On the top of the envelope containing the prescribed application form, **Please mention "APPLICATION FORM FOR IMPROVEMENT IN DIVISION/CLASS".**
11) Application form must reach within the prescribed dates at the following address:-

The Registrar,
Student Evaluation Division,
Indira Gandhi National Open University,
Block-12, Maidan Garhi,
New Delhi-110068

Appendix 6

INDIRA GANDHI NATIONAL OPEN UNIVERSITY
STUDENT EVALUATION DIVISION
APPLICATION FORM FOR ISSUE OF OFFICIAL TRANSCRIPT

IMPORTANT:- FOR INSTRUCTIONS: PLEASE SEE REVERSE

11. Name : .....

12. Programme: [ ] Enrolment No: [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]

13. Address : .....

    ..... Pin [ ][ ][ ][ ][ ][ ]

14. Contact No: (Mobile No.) ..... Landline No: .....

15. Purpose for which, transcript is required : .....

    .....

16. FEE FOR THE OFFICIAL TRANSCRIPT:- (Please note: Per transcript means one photocopy of one certificate, hence, each photocopy, which is required to be attested by the University will be charged on the following prescribed rates):

i) Rs. 300/- per credential each certificate and each marksheet per transcript for Indian Students, if transcript is required to be sent to the Student/Institute within India.

ii) Rs. 500/- per credential each certificate and each marksheet per transcript for Indian Students, if transcript is required to be sent to the Student/Institute outside India.

Rs. 1200/- per credential each certificate and each marksheet per transcript for SAARC Countries Students, if transcript is required to be sent to the Student/Institute within India and Rs. 1200/- per transcript for the same students, if transcripts is required to be sent to the outside India.

iv) $120 per credential per each certificate and each marksheet transcript for Non-SAARC Countries Students, if transcript is required to be sent to the Student/Institute within India and $120 per credential per transcript for the same students, if transcript is required to be sent to the outside India.

(THE REQUISITEFEE ISREQUIREDTOBE PAID THROUGH DEMAND DRAFTDRAWN IN FAVOUROF'IGNOU'PAYABLEATNEWDELHI' through online payment)

17. **No. of Transcript(s) required:** …..… × Rs.300/- or Rs.500/- or ……....= T**otal Amount:** Rs.....

    On-line/Challan No.: …….. Date:..... Issuing Bank: ……..

18. Mention the Name of Student/Programme & Enrolment No. at back side of above demand draft.

19. Name & Address of the University/Institute/Employer/Student (In capital letters) to whom transcript is required to be sent (Attached a separate list, if required):-

    .....

    .....

    .....

20. If, the Transcript is required to collect Personally : Name .....

Mobile No…..... (Please see Instructions in back-side at Point-C)

Date:..... (Signature of the student)

INSTRUCTIONS FOR "OFFICIAL TRANSCRIPT"

12) *The filled in form duly signed by the student with the requisite fee & documents may be sent to:-*

The Registrar,
Student Evaluation Division, Indira Gandhi National Open University,
Block-12, Maidan Garhi, New Delhi-110068 (INDIA)

13) *The students are required to enclose same number of legible photocopies of both sides of the statement of Marks- sheet/Grade Card/Provisional Certificate and Degree Certificate etc. issued to them, as the number of transcripts are required. Each photocopy of the certificate is chargeable as mentioned at prescribed format under Point No.-6. Incomplete application will be entertained.*

14) *If the Student/Applicant has applied for Official Transcript and wants to collect the same* ***Personally or By-***

Hand himself/herself from the Section Officer, Exam.-III Section of SED, Block-12, Room No.-10, IGNOU, Maidan Garhi, New Delhi-110068 (India) *then He/ She is required to mention such information & Mobile No. under Point No.-10 in prescribed format for calling them provided that He/ She has to produce the valid Original Identity Card/Votter Card/Aadhar Card/PAN Card/Driving License or Passport etc. for signature/ photograph/residential Id. Proof. at the time of collecting their Transcripts.*

Note:- If the student want to collect his/her transcript by-hand through any other person from the above Section then the receiver has to produce all above documents of the student along with "Authorization-Letter" of the concerned student. The person who want to receive the Transcript(s) on behalf of the student, has to produce his/her valid Original Identity Proof for signature/photograph/residence etc. like Identity Card/ Votter Card/ Aadhar Card/PAN Card/Driving License etc .and he is also required to submit the copies of the same to this Section at the time of collecting the Transcript.

15) *The University has been sending/dispatching the "Official-Transcripts" under sealed envelope(s) through Indian Speed Post Services and the normally, the Exam-III Section of SED takes minimum 15 days for the issuance/dispatching the "Official Transcript(s)" after receiving the Application-Form of the student at this Section but "Dispatching/Issuance time depends on furnishing the Verification Report by another Sections and circumstances surrounding the case.*

16) *As per the requirement, the demand draft of requisite fees should be reached to this Division prior to 60 days or earlier from the expiry of the same demand draft for smooth transaction with the bank.*

17) *Under the existing procedure, the University issues the "Official Transcripts" on "University Letter-Head" duly signed & verified on current status of each copy of Mark-sheet/Grade-card/PC/ Degree Certificate etc. by the authorized Officer on behalf of the Registrar (SED) or Controller of the Examinations, containing the following information therein:-*

a. *Attested copies of Mark-sheet/Grade-card/PC/ Degree Certificate etc. including detailed information about the "Programme" completed by the Student / Details of the Courses/ Scheme of Assessment of Student's Performance / Minimum Standard for Completion of the Courses and Programme / Scheme of Study / Duration of Programme / Year of Admission & Completion of Programme / Mode of study / Medium of study etc. This information is based on the current status of the Mark-sheet/Grade card.*

b. *Recognition of the University and authenticity of its Degrees/Diploma etc. It is also clarified in the "Official Transcript" that the University does not issue Year-wise/Semester-wise Mark-sheet/Grade-card but issue a comprehensive Mark-sheet/Grade-card after successful completion of the programme to the students.*

18) *The inquiry about status of the "Official Transcript" submitted by the student/applicant can be obtained from* ***"Official Transcript Counter" Exam.-III Section of SED (Block-12, Room No.-10), IGNOU, Maidan Garhi, New Delhi-110068*** *personally or on Telephone No. 011-29572210 between Monday to Friday during Office hours after 15 to 25 days of receiving the Application-Form at this Section.*

INDIRA GANDHI NATIONAL OPEN UNIVERSITY
(STUDENT EVALUATION DIVISION)

DIRECTIONS FOR OBTAINING VERIFICATION REPORT FOR THE CERTIFICATES OF THE IGNOU STUDENT FOR THEIR MARK-SHEET/GRADE CARD/PROVISIONAL CERTIFICATE / DEGREE & DIPLOMA CERTIFICATES ETC.

1) As per the existing provision, the Verification Report of Mark-Sheet/Grade Card/Provisional Certificate /Degree/Diploma Certificates etc. can be provided to the Government and Non-Government Offices only. Hence, under the provision, the Verification Report can not be provided to any person or individual concerned.

2) **THE REQUISITE FEES FOR VERIFICATION OF CERTIFICATES:-**

   i) - Rs.400/- for Non-Govt. Offices and Rs.200/- for State Govt. Offices for the verification of the certificates related to Indian Students

   ii) - Rs.1200/- for Govt. and Non-Govt. Offices for the verification of the certificates related to SAARC Countries Students.

   iii) - $100 for Govt. and Non-Govt. Offices for the verification of the certificates related to Non-SAARC Countries Students.

   (THE REQUISITE FEE IS REQUIRED TO BE PAID THROUGH DEMAND DRAFT DRAWN IN FAVOUR OF 'IGNOU' PAYABLE AT NEW DELHI')

3) All the Government/Non-Government Offices, who want to seek the Verification Report of the certificates of the IGNOU Students are required to send the request letter in their "Office Letter-Head" duly signed by the authorized Officer along with following information / documents:-

   i) Photocopies of the certificates for which verification/genuineness is required. The contents of the photocopies should be legible / readable. Incomplete/illegible documents will be rejected.

   ii) Requisite fees should be given as per the prescribed rates given at Point-2 above.

   iii) Details of the student should be clearly mentioned in request letter i.e. "Official Letter-Head" of the Govt. or Non-Govt. Offices. These Offices are also requested to send the details of the Student like:

   (a) Student's Name, (b) Programme, (c) Enrolment No., (d)Year of completion of the Programme, (e) Division / Percentage etc. including (f) reason for which the verification is required.

   iv) Name & Designation of the Officer and Complete Official Address of the Department, where Verification Report is required to be sent by the University may be given to avoid the delay in case.

   v) Request for Verification Cases will be accepted in **"Hindi or English" version** only. The cases, received other than these Languages will not be entertained.

vi) As the Verification / Genuineness of certificate is a top confidential issue of two Departments (IGNOU & Verification Seeker) , hence, due to its confidentiality, such correspondence should be made strictly & directly in "Sealed Confidential Cover" only, therefore, student concerned Or third person will not be allowed to intervene in the Verification case.

vii) As per the requirement, the demand draft of requisite fees should be reached to this Division prior to 60 days or earlier from the expiry of the same demand draft for smooth transaction with the bank.

4) The request letter for Verification/Genuineness of Certificates is to be sent to:-

The Registrar,
Student Evaluation Division,
Indira Gandhi National Open University,
Block-12, Maidan Garhi,
New Delhi-110068 (INDIA)