



**Student Handbook and Prospectus**  
**July 2022 & January 2023**

**Post Graduate Diploma in Human Resources Management (PGDHRM)**

**Post Graduate Diploma in Financial Management (PGDFM)**

**Post Graduate Diploma in Operations Management (PGDOM)**

**Post Graduate Diploma in Marketing Management (PGDMM)**

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

## RECOGNITION

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

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

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June, 2022

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

## AT A GLANCE

Name of the Programme	Programme Code	Eligibility	Duration	Fee
Post Graduate Diploma in Human Resources Management	PGDHRM	<ul style="list-style-type: none"><li>Any graduate (Including Chartered Accountancy/Cost Accountancy/Company Secretaryship) with 50% marks for general category/45% for reserved category as per government of India rules.</li><li>No Age bar.</li></ul>	<b>Min.:</b> 1 Years (Two Semesters) <b>Max.:</b> 3 Years (Six Semesters)	Programme fee: Rs. 2,000/- per paper
Post Graduate Diploma in Financial Management	PGDFM			
Post Graduate Diploma in Operations Management	PGDOM			
Post Graduate Diploma in Marketing Management	PGDMM			

- Student Handbook & Prospectus would be available **online** only at [www.ignou.ac.in](http://www.ignou.ac.in)
- This Handbook & Prospectus is valid for the Admissions of July 2022, and January 2023
- **Application Form is to be filled through online mode only.**

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

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

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

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

The mandate of the University is to:

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

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

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

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

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

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

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

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

### **1.2 Special Features:**

Some of the special features currently practiced by IGNOU are:

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

### 1.3 Academic Programmes:

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

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

### 1.4 Course Material:

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

### 1.5 Credit system:

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

### 1.6 Student Support Services:

IGNOU has established a number of learner support centres throughout the country. Learner support centres provide counseling facilities at periodic intervals; act as information centres, and as examination centres. Currently about 350 learner support centres provide counseling facilities for the Management Programme. Learner support centres also have a basic library of management book for reference purposes. Each student is assigned to a study centre where s/he also submits assignments to the study centre coordinator. To coordinate the learner support centres, the University has established 56 regional centres all over the country. The University has also established 6 IGNOU-Army, 4 IGNOU-Navy, and one IGNOU-Assam Rifles Recognised Regional Centres to cater to the need of Army, Navy and Assam Rifles personnel respectively. List of Regional Centres and Learner Support Centres (LSC) for Management Programmes are available at <http://www.ignou.ac.in/userfiles/List%20of%20RC%20&%20LSC.pdf>

## 1.7 Delivery System:

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

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

## **2.0 SCHOOL OF MANAGEMENT STUDIES**

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

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

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

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

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

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

Programs offered by the School under Management Discipline are:

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



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

- **Post Graduate Diploma in Human Resources Management (PGDHRM)**
- **Post Graduate Diploma in Financial Management (PGDFM)**
- **Post Graduate Diploma in Operations Management (PGDOM)**
- **Post Graduate Diploma in Marketing Management (PGDMM)**

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

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

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

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

#### **3.2 Eligibility:**

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

#### **3.3 Duration:**

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

Students will be allowed to register/re-register five courses in a semester to enable them to register/re-register all the required 6 courses for the award of PG Diploma in two semesters (i.e. **one year**). *The student has to register for the programme in the first semester and subsequently re-register for the other semester.*

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

The medium of Instruction for this programme is English.

#### **3.5 Programme Structure:**

The structure of PG Diploma Programme is:

- 6 courses (36 credits) – One Compulsory course and 5 elective course from the chosen specialization area;
- Two Semesters (One Year);

**The Programme in Functional Area** consists of P.G. Diploma in 4 streams listed below. In order to qualify for a particular specialization P.G. Diploma a student is required to successfully complete one compulsory course and five courses from that particular specialization stream. The Post Graduate Diploma in Functional Areas are:

### 3.6 Post Graduate Diploma Programmes:

Programme P.G. Diploma in:	Course Code	Course Title
Human Resource Management (PGDHRM)	MS-2 MS-21 MS-22 MS-23 MS-24 MS-25 MS-26 MS-27 MS-28 MS-29	Management of Human Resources (Compulsory) Social Processes and Behavioural Issues Human Resource Development Human Resource Planning Industrial Relations Managing Change in Organisations Organisational Dynamics Compensation and Rewards Management labour Laws International Human Resource Management  5 courses out of this
Financial Management (PGDFM)	MS-4 MS-41 MS-42 MS-43 MS-44 MS-45 MS-46	Accounting and Finance for Managers (Compulsory) Working Capital Management Capital Investment and Financing Decisions Management Control Systems Security Analysis and Portfolio Management International Financial Management Management of Financial Services  5 courses out of this
Operations Management (PGDOM)	MS-7 MS-51 MS-52 MS-53 MS-54 MS-55 MS-56 MS-57 MS-58	Information System for Managers (Compulsory) Operations Research Project Management Production/Operations Management Management Information Systems Logistics and Supply Chain Management Materials Management Maintenance Management Management of R&D and Innovation  5 courses out of this
Marketing Management (PGDMM)	MS-6 MS-61 MS-62 MS-63 MS-64 MS-65 MS-66 MS-68  MS-611 MS-612	Marketing for Managers (Compulsory) Consumer Behaviour Sales Management Product Management International Marketing Marketing of Services Marketing Research Management of Marketing Communication and Advertising Rural Marketing Retail Management  5 courses out of this

**Courses on Offer:** Each of the post graduate diploma courses consist of 6 courses. Out of these 6 courses 1 course is compulsory and the rest of the 5 courses can be selected by the student based on his preference. Please note that the compulsory course is available for registration in both the semesters whereas some of the specialisation courses are available in January semester and some in July semester. Therefore plan before hand and be carefull in choosing the courses. If you miss registering for a particular course offered in a particular semester you will have to effectively wait for one year to register for that course.

## Courses on Offer (Semester-Wise)

### January Semester (January to June)

Sl. No.	Course Code	Course Title
1	MS-2	Management of Human Resources
2	MS-4	Accounting and Finance for Managers
3	MS-6	Marketing for Managers
4	MS-7	Information Systems for Managers
5	MS-21	Social Processes and Behavioural Issues
6	MS-22	Human Resource Development
7	MS-23	Human Resource Planning
8	MS-24	Industrial Relations
9	MS-41	Working Capital Management
10	MS-42	Capital Investment and Financing Decisions
11	MS-43	Management Control Systems
12	MS-51	Operations Research
13	MS-52	Project Management
14	MS-53	Production/Operations Management
15	MS-54	Management Information Systems
16	MS-61	Consumer Behaviour
17	MS-62	Sales Management
18	MS-63	Product Management
19	MS-64	International Marketing
20	MS-65	Marketing of Services

### July Semester (July to December)

Sl. No.	Course Code	Course Title
1	MS-2	Management of Human Resources
2	MS-4	Accounting and Finance for Managers
3	MS-6	Marketing for Managers
4	MS-7	Information Systems for Managers
5	MS-25	Managing Change in Organisations
6	MS-26	Organisational Dynamics
7	MS-27	Compensation and Rewards Management
8	MS-28	Labour Laws
9	MS-29	International Human Resource Management
10	MS-44	Security Analysis and Portfolio Management
11	MS-45	International Financial Management
12	MS-46	Management of Financial Services
13	MS-55	Logistics and Supply Chain Management
14	MS-56	Materials Management
15	MS-57	Maintenance Management
16	MS-58	Management of R&D and Innovation
17	MS-66	Marketing Research
18	MS-68	Management of Marketing Communication and Advertising
19	MS-611	Rural Marketing
20	MS-612	Retail Management

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

Term End Examination will be held in June and December every year for all the courses. The assignments is to be submitted to the Co-ordinator of the learner support centre to which the student is assigned or attached to. Student are required to attempt the assignments which are prescribed for that particular semester. A student would be allowed to appear in the term end examination, only after s/he has registered for that course and submitted the assignment of that course.

### 3.7 Admission/Registration/Re-registration

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

### 3.8 Programme Fee:

**Course fee of Rs. 2000/- per course is to be paid through online mode only.**

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

### 3.9 Evaluation:

The evaluation system of the programme is based on two components:

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

This component carries a weightage of 30%. There will be one graded assignment per course. The assignment is to be submitted to the Co-ordinator of the Study Centre to which the student is assigned or attached with. There is no re-evaluation facility for Assignments.

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

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

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

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

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

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

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

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

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

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

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

### Term-end Examination

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

#### Dates for submission of Examination Form

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

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

### Examination fee and Mode of Payment

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

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

## 3.10 Tentative Schedule of Operations

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

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

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

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

### 3.11 Grievance Redressal:

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

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

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

## 4.0 UNIVERSITY RULES

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

### 4.1 Validity of Admission

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

### 4.2 Simultaneous Registration

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

### 4.3 Re-Registration

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

### 4.4 Additional time for Learners with Disability

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

### 4.5 Reservation

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

### 4.6 Scholarships

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

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

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

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

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

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

## 4.9 Study Material and Assignments

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

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

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

## 4.10 Correction of Address and Study Centre Change

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

## 4.11 Change of Region

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

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



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

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

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

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

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

#### 4.14 Migration Certificate

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

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

#### 4.15 Recognition of IGNOU Programmes

The degrees awarded by IGNOU are recognized by UGC.

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

#### 4.16 KVS Employees

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

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

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

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

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

Alternatively complaints may be faxed on 29532312.

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

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

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

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

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

#### **4.18 Placement Services**

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

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

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

## **5.0 LIST OF MANAGEMENT FACULTY**

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

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

### **6.1 Assignments**

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

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

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

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

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

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

If you do not get pass grade in any assignment, you have to submit it again. For this, you have to ask for/obtain a fresh set of assignments for that course, applicable to that particular semester. However, once you get the pass grade in an assignment, you cannot re-submit if for improvement of grade. Assignments are not subject to re-evaluation except for factual errors, if any, committed by the evaluator. The discrepancy noticed by you in the evaluated assignments should be brought to the notice of the coordinator of the Learner Support Centre, so that the correct score is forwarded by him to the Student Registration & Evaluation Division at Headquarters.

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

### **Instructions for Assignments**

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

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

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

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

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

## 7.0 COURSE OUTLINES

### MS-2 : MANAGEMENT OF HUMAN RESOURCES

<b>BLOCK UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>	<b>HUMAN RESOURCE MANAGEMENT: CONTEXT, CONCEPT AND BOUNDARIES</b>
1	The Changing Social Context and Emerging Issues
2	The Concept and Functions of Human Resource Management
3	Structuring Human Resource Management
<b>II</b>	<b>GETTING HUMAN RESOURCE</b>
4	Job Analysis and Job Design
5	Human Resource Planning
6	Attracting the Talent: Recruitment, Selection, Outsourcing
7	Socialisation, Mobility and Separation
<b>III</b>	<b>PERFORMANCE MANAGEMENT AND POTENTIAL ASSESSMENT</b>
8	Competency Mapping
9	Performance Planning and Review
10	Potential Appraisal, Assessment Centres and Career and Succession Planning
11	HR Measurement and Audit
<b>IV</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>
12	Human Resource Development System
13	Training
14	Mentoring and Performance Coaching
15	Building Roles and Teams
<b>V</b>	<b>COMPENSATION AND REWARD MANAGEMENT</b>
16	Laws Covering Wages, Welfare and Benefits
17	Compensation Strategy, Structure, Composition
18	Reward Management
<b>VI</b>	<b>EMPLOYER-EMPLOYEE RELATIONS</b>
19	Regulatory Mechanisms in Industrial Relations
20	Dealing with Unions and Associations
21	Industrial Democracy
22	Grievance Handling and Discipline

## MS-4 : ACCOUNTING AND FINANCE FOR MANAGERS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEO TAPE
<b>I</b>				
		<b>ACCOUNTING FRAMEWORK</b>		
	1	Accounting and its Functions	Introduction to Course	Understanding Financial Statements Part-I
	2	Accounting Concepts and Standards	Role of Accounting and Finance Function in different types of Organisations	
	3	Accounting Information and its Applications	Emerging Horizons in Accounting and Finance (EHIAF) – Human Resource Accounting	
<b>II</b>				
		<b>UNDERSTANDING FINANCIAL STATEMENTS</b>		
	4	Construction and Analysis of Balance Sheet	EHIAF–Inflation Accounting	Understanding Financial Statements Part-II
	5	Construction and Analysis of Profit and Loss Account		
	6	Construction and Analysis of Funds Flow and Cash Flow Statement		
<b>III</b>				
		<b>COST MANAGEMENT</b>		
	7	Understanding and Classifying Costs	EHIAF–Cost	Accounting in decision making (CVP/BE analysis)
	8	Absorption and Marginal Costing	Audit in India	
	9	Cost-Volume-Profit Analysis		
	10	Variance Analysis		
<b>IV</b>				
		<b>FINANCIAL AND INVESTMENT ANALYSIS</b>		
	11	Financial Management : An Introduction	Role and Regulation of	Project Appraisal: An Institutional
	12	Ratio Analysis		
	13	Leverage Analysis	Stocks Markets	Viewpoint
	14	Budgeting and Budgetary Control		
	15	Investment Appraisal Methods		
<b>V</b>				
		<b>FINANCIAL DECISIONS</b>		
	16	Management of Working Capital	EHIAF–Lease Financing	Management of Working Capital
	17	Capital Structure		
	18	Dividend Decisions	EHIAF– Financial Services & their Marketing	Unique Enterprises – Case Study

## MS-6 : MARKETING FOR MANAGERS

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEO TAPE
<b>I</b>		<b>MARKETING AND ITS APPLICATIONS</b>		
	1	Introduction to Marketing	Introduction - Marketing to the Course	- Marketing of Services - Marketing and Public Policy
	2	Marketing in a Developing Economy		
	3	Marketing of Services		
<b>II</b>		<b>MARKETING PLANNING AND ORGANISATION</b>		
	4	Planning Marketing Mix		- Marketing in Action
	5	Market Segmentation		
	6	Marketing Organisations		
	7	Marketing Research and its Applications		- Marketing Management and Planning
<b>III</b>		<b>UNDERSTANDING CONSUMERS</b>		
	8	Determinants of Consumer Behaviour		Indian Consumer and Marketing Environment
	9	Models of Consumer Behaviour		
	10	Indian Consumer Environment		
<b>IV</b>		<b>PRODUCT MANAGEMENT</b>		
	11	Product Decisions and Strategies		
	12	Product Life Cycle and New Product Development		ITDC-A Case Study
	13	Branding and Packaging Decisions		
<b>V</b>		<b>PRICING AND PROMOTION STRATEGY</b>		
	14	Pricing Policies and Practices		Marketing Strategy - A Case Study of Moulded Luggage Industry
	15	Marketing Communications		
	16	Advertising and Publicity		
	17	Personal Selling and Sales Promotion		
<b>VI</b>		<b>DISTRIBUTION AND PUBLIC POLICY</b>		
	18	Sales Forecasting		Effective Selling
	19	Distribution Strategy		
	20	Managing Sales Personnel		
	21	Marketing and Public Policy		
	22	Cyber Marketing		



## **MS-7 : INFORMATION SYSTEMS FOR MANAGERS**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>INFORMATION TECHNOLOGY FOR MANAGERS</b>
	1	Information Technology : An Overview
	2	Computer Systems
	3	Computer Software
	4	Networking Technologies
<b>II</b>		<b>INFORMATION SYSTEMS - I</b>
	5	In MIS Perspectives
	6	Information Systems Economics
	7	Management Information and Control Systems
	8	Information Systems Security
<b>III</b>		<b>INFORMATION SYSTEMS - II</b>
	9	Information Systems and Functional Area Applications
	10	Transaction Processing Systems-I: Human Resource and Marketing Management
	11	Transaction Processing Systems-II: Operations and Financial Management
	12	Integrated Applications
<b>IV</b>		<b>SYSTEM ANALYSIS AND COMPUTER LANGUAGES</b>
	13	Building Information Systems
	14	System Analysis and Design
	15	Computer Programming and Languages
<b>V</b>		<b>SUPPORT SYSTEMS FOR MANAGEMENT DECISIONS</b>
	16	Database Resource Management
	17	Data Ware Housing and Data Mining
	18	Tactical and Strategic Information Management: DSS and ESS
	19	Intelligent Support Systems
	20	Emerging Trends in IT

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## MS-21 : SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>SOCIETY AND ORGANISATIONS</b>
	1	Social Process and Organisation in dynamic environment
	2	Organisational Processes
	3	Individual Processes
<b>II</b>		<b>ORGANISATIONAL PROCESSES</b>
	4	Organisational Communication Processes
	5	Leadership and Decision Making
	6	Organisational Power and Politics
	7	Diversity Management
	8	Organisational Cultures
<b>III</b>		<b>INTRAPERSONAL PROCESSES</b>
	9	Personality
	10	Learning
	11	Perception and Attribution
	12	Motivation
<b>IV</b>		<b>INTERPERSONAL AND GROUP PROCESSES</b>
	13	Group Dynamics and Team Building
	14	Counseling and Behaviour Modification
	15	Conflict and Stress Management
	16	Negotiating Strategies
<b>V</b>		<b>EMERGING TRENDS</b>
	17	Employee Empowerment
	18	Organisational Citizenship Behaviour
	19	Organisational Inclusiveness
	20	Corporate Social Responsibilities
	21	Positive Approaches to Work Behaviour

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## MS-22 : HUMAN RESOURCE DEVELOPMENT

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>HRD : CONCEPT AND SYSTEM</b>
	1	The Process and System of HRD
	2	Career System
	3	Competency Mapping
	4	Performance Management System
	5	Coaching and Mentoring
	6	Development System
<b>II</b>		<b>HRD SYSTEMS AND PROFESSION</b>
	7	Reward System
	8	Self Renewal System
	9	HRD for Workers
	10	Professionalisation of HRD
	11	HRD Strategies and Experiences
<b>III</b>		<b>COMPARATIVE HRD</b>
	12	HRD in the Government and Public Systems
	13	HRD in Health Sector
	14	HRD in other sectors (Defence, Police, Voluntary Organisations and Panchayati Raj Institutions)
	15	International Experiences in HRD
<b>IV</b>		<b>HRD ISSUES AND EXPERIENCES</b>
	16	HRD Audit
	17	Multi Source Feedback System
	18	Knowledge Management
	19	Technology and HRD
	20	Diversity Management
	21	Managing Globalization

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## MS-23 : HUMAN RESOURCE PLANNING

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>BASICS OF HUMAN RESOURCE PLANNING</b>
	1	Introduction to HRP System – The Emerging Context
	2	Process and Functions of Human Resource Planning
	3	Methods and Techniques : Demand Management
	4	Methods and Techniques : Supply Management
	5	Contemporary Trends in Managing Demand and Supply
<b>II</b>		<b>APPROACHES TO ANALYSING JOB</b>
	6	Job Analysis
	7	Changing Nature of Roles
	8	Job Evaluation : Concepts and Methods
	9	Competency Approaches to Job Analysis
<b>III</b>		<b>KEY HR PRACTICES</b>
	10	Recruitment
	11	Selection
	12	Dislocation and Relocation of Employees
	13	Orientation
	14	Career and Succession Planning
	15	Performance and Potential Appraisal
<b>IV</b>		<b>INTELLECTUAL CAPITAL ACCOUNTING</b>
	16	Human Resource Information System
	17	Human Resource Audit
	18	Human Resource Accounting

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## **MS-24 : INDUSTRIAL RELATIONS**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>CONCEPTUAL FRAMEWORK OF INDUSTRIAL RELATIONS</b>
	1	Concept, Scope and Approaches to Industrial Relations
	2	Evolution of Industrial Relations and Current Developments
	3	Constitutional and Legal Framework of Industrial Relations
	4	Labour Administration in India
	5	Global trends in Industrial Relations
<b>II</b>		<b>TRADE UNIONISM</b>
	6	Trade Union Development and Functions
	7	Trade Union Structure, Registration and Recognition
	8	Managerial Unionism
	9	Employers' Organisations in India
<b>III</b>		<b>COLLECTIVE BARGAINING</b>
	10	Concepts and Theories of Collective Bargaining
	11	Bargaining Process and Agreements
	12	Negotiation Skills
	13	Issues and Trends in Collective Bargaining
<b>IV</b>		<b>EMPLOYEE PARTICIPATION</b>
	14	Evolution, Structure and Process of Participation
	15	Design and Dynamics of Participative Forums
	16	Implementing Participative Strategies
<b>V</b>		<b>GRIEVANCE, DISCIPLINE AND DISPUTE RESOLUTION</b>
	17	Grievance Handling System
	18	Disciplinary Procedures
	19	Disputes Resolution Machineries

## MS-25 : MANAGING CHANGE IN ORGANISATIONS

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>CONCEPT OF MANAGING CHANGE</b>
	1	Understanding Change
	2	Types of Change
	3	Factors Critical to Change
	4	Organisational Culture ad Change — Cross Cultural Experiences
<b>II</b>		<b>FORMS OF ORGANISATIONAL CHANGE</b>
	5	Emerging Organisational Forms and Structures
	6	Mergers and Acquisitions
	7	Turn Around Management
	8	Process Based Change
	9	Group Based Approaches to Change
<b>III</b>		<b>DIAGNOSIS AND INTERVENTION</b>
	10	Organisational Diagnosis – Issues and Concepts
	11	Diagnostic Methodology – Quantitative and Qualitative
	12	Interventions in Organisational Change
	13	Evaluation of Organisational Change
<b>IV</b>		<b>ROLE OF CHANGE AGENT</b>
	14	Key Roles in Managing Change
	15	Skills for Managing Change
	16	Managing Resistance to Change
	17	Role of Leadership in Managing Change
	18	Managing Transition

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## **MS-26 : ORGANISATIONAL DYNAMICS**

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<b>BLOCK</b>	<b>UNIT NOS.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>GROUP DYNAMICS</b>
	1	Understanding Groups
	2	Phases of Group Development
	3	Group Cohesion and Alienation
	4	Conformity and Obedience
<b>II</b>		<b>ROLE DYNAMICS</b>
	5	The Concept and Systems of Roles
	6	Role Analysis
	7	Organisational Stress and Burnout
	8	Coping with Stress and Burnout
<b>III</b>		<b>POWER DYNAMICS</b>
	9	Bases of Power
	10	The Process of Empowerment
	11	Decentralisation and Delegation
	12	Transformational Leadership
<b>IV</b>		<b>ORGANISATIONAL DYNAMICS</b>
	13	Organisational Culture
	14	Social Responsibilities of Organisations
	15	Organisational Ethics and Values
	16	Process of Learning Organisations
<b>V</b>		<b>INTER-ORGANISATIONAL DYNAMICS</b>
	17	Cross Cultural Dynamics
	18	Management of Diversity
	19	Strategic Alliances and Coalition Formation

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## MS-27 : COMPENSATION AND REWARDS MANAGEMENT

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>COMPENSATION AND REWARDS MANAGEMENT – CONCEPT AND CONTEXT</b>
	1	Role of Compensation and Rewards in Organisation
	2	Framework of Compensation Policy and Reward System
	3	Economic and Behavioural Issues in Compensation and Rewards Management
<b>II</b>		<b>LEGAL FRAMEWORK OF WAGE AND SALARY ADMINISTRATION</b>
	4	Wage Concepts and Definition of Wages Under Various Labour Legislation
	5	Constitutional Perspective and International Norms for wage determination
	6	Laws on Wages and Bonus
	7	Laws on Minimum Wages and Equal Remuneration
	8	Laws on Retiral benefits
<b>III</b>		<b>COMPENSATION STRUCTURE AND DIFFERENTIALS</b>
	9	Pay Structure
	10	Institutional Mechanism for Wage Determination
	11	Job Evaluation and Internal Equity
	12	External Equity and Pay Surveys
	13	Tax Planning
<b>IV</b>		<b>REWARD SYSTEM, INCENTIVES AND PAY RESTRUCTURING</b>
	14	Design of Performance-linked Reward System
	15	Incentives Schemes
	16	Reward System
	17	Allowances, Perquisites and benefits
	18	Downsizing and Voluntary Retirement Scheme
<b>V</b>		<b>TRENDS</b>
	19	International Compensation
	20	Compensation : Challenges and Trends

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<b>BLOCK</b>	<b>UNIT NOS.</b>	<b>UNIT TITLE</b>	
<b>I</b>		<b>INDUSTRIAL JURISPRUDENCE</b>	
	1	Industrial Jurisprudence: An Overview	
	2	Principles of Industrial Jurisprudence	
	3	Constitutional Aspects of Industrial Jurisprudence	
<b>II</b>		<b>LAWS ON WORKING CONDITIONS</b>	
	4	The Factories Act, 1948	
	5	The Mines Act, 1952	
	6	The Shops and Establishments Law	
	7	The Plantation Labour Act, 1951	
	8	The Contract Labour (Regulation and Abolition Act, 1970)	
	9	The Child Labour (Prohibition and Regulation Act, 1986)	
	<b>III</b>		<b>LAWS ON INDUSTRIAL RELATIONS</b>
		10	The Trade Union Act, 1926
11		The Industrial Disputes Act, 1947	
12		The Industrial Employment (Standing Orders) Act, 1946	
13		Domestic Enquiry	
<b>IV</b>		<b>LAWS ON WAGES</b>	
	14	The Minimum Wages Act, 1948	
	15	The Payment of Wages Act, 1936	
	16	The Payment of Bonus Act, 1965	
	17	The Equal Remuneration Act, 1976	
<b>V</b>		<b>LAWS ON SOCIAL SECURITY</b>	
	18	The Workmen's Compensation Act, 1923	
	19	The Employees' State Insurance Act, 1948	
	20	The Maternity Benefit Act, 1961	
	21	The Employee's Provident Fund and Miscellaneous Provisions Act, 1952	
	22	The Payment of Gratuity Act, 1972	
<b>VI</b>	23	The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959	
	24	The Apprentices Act, 1961	
		<b>APPENDIX A</b>	
		Recommendations of the Second National Commission on Labour, 2002	
		<b>APPENDIX B</b>	
		Selected Legal Terms	
		<b>APPENDIX C</b>	
		Glossary of Latin and French Words	

**MS-29 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

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<b>BLOCK</b>	<b>UNIT NOS.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>THE ENVIRONMENT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>
	1	International HRM : An Overview
	2	The Organisational Context of International HRM
	3	Culture and Cultural Diversity
	4	Strategic Human Resource Management in International Context
<b>II</b>		<b>HRM PRACTICES IN INTERNATIONAL CONTEXT</b>
	5	Staffing for International Assignments
	6	Training and Development in International Context
	7	International Performance Management
	8	International Compensation Management
<b>III</b>		<b>BEHAVIOURAL DYNAMICS OF IHRM</b>
	9	Cross-Cultural Communication and Negotiation
	10	Leadership and Motivation in a Global Context
	11	Global Ethical Environment
<b>IV</b>		<b>HRM RELATIONS, ISSUES AND CHALLENGES</b>
	12	International Employee Relations
	13	Mergers and Acquisitions – HR Perspective
	14	IHRM Trends and Future Challenges

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**MS-41 : WORKING CAPITAL MANAGEMENT**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>CONCEPTS AND DETERMINATION OF WORKING CAPITAL</b>
	1	Conceptual Framework
	2	Operating Environment of Working Capital
	3	Determination of Working Capital
	4	Theories and Approaches
<b>II</b>		<b>MANAGEMENT OF CURRENT ASSETS</b>
	5	Management of Receivables
	6	Management of Cash
	7	Management of Marketable Securities
	8	Management of Inventory
<b>III</b>		<b>FINANCING OF WORKING CAPITAL NEEDS</b>
	9	Bank Credit – Basic Principles and Practices
	10	Bank Credit – Methods of Assessment and Appraisal
	11	Other Sources of Short Term Finance
<b>IV</b>		<b>WORKING CAPITAL MANAGEMENT : AN INTEGRATED VIEW</b>
	12	Liquidity vs Profitability
	13	Payables Management
	14	Short-Term International Financial Transactions
	15	Integrating Working Capital and Capital Investment Process

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**MS-42 : CAPITAL INVESTMENT AND FINANCING DECISIONS**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE VIDEOTAPE</b>
<b>I</b>		<b>OVERVIEW OF FINANCIAL DECISIONS</b>	
	1	Nature of Long Term Financial Decisions	
	2	Cost of Capital	
	3	Capital Structure Decisions Strategic Decisions	Optimal Level of Corporate Debt
<b>II</b>		<b>INVESTMENT DECISIONS UNDER CERTAINTY</b>	
	4	Project Designing/Planning	
	5	Project Appraisal Social Cost-benefit Analysis	Project Evaluation Perceptions and Practices
	6	Project Implementation and Control	
<b>III</b>		<b>INVESTMENT DECISIONS UNDER UNCERTAINTY</b>	
	7	Project Evaluation under Risk and Uncertainty - I	
	8	Project Evaluation under Risk and Uncertainty - II	
<b>IV</b>		<b>FINANCING DECISIONS</b>	
	9	Financing through Domestic Capital Market	
	10	Financing through Global Market	Role of Financial Services
	11	Financing through FIs	
	12	Other Modes of Financing	
<b>V</b>		<b>STRATEGIC FINANCING DECISIONS</b>	
	13	Management of Earnings	
	14	Financial Engineering	
	15	Investor Relations	
	16	Financial Restructuring	

**MS-43 : MANAGEMENT CONTROL SYSTEMS**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE</b>	<b>VIDEOTAPE</b>
<b>I</b>		<b>MANAGEMENT CONTROL: CONCEPTS AND CONTEXT</b>		
	1	Management Control Systems: An Introduction		
	2	Strategies and Management Control		
	3	Designing Management Control Systems		
<b>II</b>		<b>MANAGEMENT CONTROL STRUCTURE</b>		
	4	Responsibility Centres	Human Problems	Management Control
	5	Profit Centres		
	6	Transfer Pricing	of Transfer Pricing	Systems Part I & II
	7	Investment Centres		
<b>III</b>		<b>MANAGEMENT CONTROL PROCESS</b>		
	8	Budgeting and Reporting	Performance Budgeting in Banks	Organisational View of Budgeting-I & II
	9	Performance Measurement		
	10	Reward and Compensation		
	11	New Development/Techniques of Management and Management Control		
<b>IV</b>		<b>MANAGEMENT CONTROL IN SOME SPECIAL ORGANISATIONS</b>		
	12	Service Organisations		
	13	Multinational and Export Organisations		
	14	Management Control of Projects		
	15	Other Organisations		
<b>V</b>		<b>CASE STUDIES</b>		
	1	Brooke Bond (India) Ltd. (A)		
	2	Dakshin Rasayan Nigam Ltd.		
	3	Bengal Steel Ltd.		
	4	Sun Cellular Ltd.		
	5	Thana District Co-operative Fisheries Project (B)		
	6	Christian Medical College and Hospital, Vellore		

**MS-44 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE VIDEOTAPE</b>
<b>I</b>		<b>AN OVERVIEW</b>	
	1	Nature and Scope of Investment Decisions	
	2	Components of Investment Risk	
	3	Valuation of Securities	
<b>II</b>		<b>SECURITIES MARKET IN INDIA</b>	
	4	Organisation and Functioning	Credit Rating services
	5	Regulation	A Case study of ICRA
<b>III</b>		<b>ANALYSIS FOR EQUITY INVESTMENT</b>	
	6	Economy and Industry Analysis	
	7	Company Level Analysis	
	8	Technical Analysis	
	9	Efficient Market Hypothesis	
		Case : Tata Tea Ltd.	
<b>IV</b>		<b>PORTFOLIO THEORY</b>	
	10	Portfolio Analysis	
	11	Portfolio Selection	Individual Portfolio Management
	12	Capital Market Theory	
	13	Portfolio Revision	
<b>V</b>		<b>INSTITUTIONAL AND MANAGED PORTFOLIO</b>	
	14	Performance Evaluation of Managed Portfolios	
	15	Investment Companies	
	16	Mutual Funds	

## **MS-45 : INTERNATIONAL FINANCIAL MANAGEMENT**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>INTERNATIONAL FINANCIAL ENVIRONMENT</b>
	1	International Financial Management: An Introduction
	2	International Economics
	3	International Monetary System
	4	International Flow of Fund
<b>II</b>		<b>FOREIGN EXCHANGE MARKET AND RISK MANAGEMENT</b>
	5	Foreign Exchange Market
	6	Parity Condition in International Finance and Currency Forecasting
	7	Currency Futures, Options and Swaps
	8	Management of Accounting and Economic Exposures
	9	Foreign Exchange Regulation and Taxation Issues
<b>III</b>		<b>INTERNATIONAL FINANCING DECISIONS</b>
	10	Raising Funds from International Markets
	11	Financing Foreign Trade
	12	Cost of Capital
<b>IV</b>		<b>INTERNATIONAL INVESTMENT DECISIONS AND WORKING CAPITAL MANAGEMENT</b>
	13	Capital Budgeting for MNCs
	14	Working Capital Management for MNCs
	15	Foreign Direct Investment
	16	International Portfolio Investment

**MS-46 : MANAGEMENT OF FINANCIAL SERVICES**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>FINANCIAL SYSTEM MARKETS &amp; SERVICES</b>
	1	Financial System
	2	Financial Markets & Institutions
	3	Financial Services : An Introduction
	4	Management of Risk in Financial Services
	5	Regulatory Framework
<b>II</b>		<b>FINANCIAL MARKET: OPERATIONS AND SERVICES</b>
	6	Stock Exchange : Functions and Organizations
	7	Broking and Trading in Equity
	8	Broking and Trading in Debt
	9	Depositories
<b>III</b>		<b>FEE BASED SERVICES</b>
	10	Issue Management
	11	Corporate Advisory Services
	12	Credit Rating
	13	Mutual Funds
	14	Debt Securitisation
<b>IV</b>		<b>FUND BASED SERVICES</b>
	15	Leasing and Hire Purchase
	16	Housing Finance
	17	Credit Cards
	18	Venture Capital
	19	Factoring, Forfeiting and Bill Discouting
<b>V</b>		<b>INSURANCE SERVICES</b>
	20	Life Products
	21	Non-Life Products
	22	Broking Services

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**MS-51 : OPERATIONS RESEARCH**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>INTRODUCTION TO OPERATION RESEARCH</b>
	1	Operation Research: An Overview
	2	Review of Probability and Statistics
<b>II</b>		<b>PROGRAMMING TECHNIQUES — LINEAR PROGRAMMING AND APPLICATIONS</b>
	3	Linear Programming– Graphical Method
	4	Linear Programming-Simplex Method
	5	Transportation Problem
	6	Assignment Problem
<b>III</b>		<b>PROGRAMMING TECHNIQUES — FURTHER APPLICATIONS</b>
	7	Goal Programming
	8	Integer Programming
	9	Dynamic Programming
	10	Non-Linear Programming
<b>IV</b>		<b>INVENTORY AND WAITING LINE MODELS</b>
	11	Inventory Control – Deterministic Models
	12	Inventory Control-Probabilistic Models
	13	Queueing Models
<b>V</b>		<b>GAME THEORY AND SIMULATION</b>
	14	Corporative Situations: Game Theory
	15	Simulation
<b>VI</b>		<b>CASE STUDIES</b>

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**MS-52 : PROJECT MANAGEMENT**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>PROJECT FORMATION AND APPRAISAL</b>
	1	Project Management: An Overview
	2	Feasibility & Technical Analysis
	3	Market and Demand Analysis
	4	Economic and Financial Analysis
	5	Formulation of Detailed Project Reports
<b>II</b>		<b>PROJECT PLANNING AND SCHEDULING</b>
	6	Planning Time Scales — Network Analysis
	7	Material and Equipment
	8	Human Resource
	9	Project Costing and Financing
	10	Project Organisation
<b>III</b>		<b>IMPLEMENTATION AND CONTROL</b>
	11	Project Management Information System
	12	Material and Equipment
	13	Human Resource
	14	Financial Aspects
<b>IV</b>		<b>PROJECT COMPLETION AND EVALUATION</b>
	15	Integrated Project Management Control System
	16	Managing Transition from Project to Operations
	17	Project Review

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**MS-53 : PRODUCTION/OPERATIONS MANAGEMENT**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>ISSUES IN PRODUCTION/OPERATIONS MANAGEMENT</b>
	1	Production/Operations Management: An Overview
	2	Production System: Issues & Environment
	3	Total Quality Management (TQM)
<b>II</b>		<b>FORECASTING</b>
	4	Need & Importance of Forecasting
	5	Qualitative Methods of Forecasting
	6	Quantitative Methods of Forecasting
<b>III</b>		<b>PRODUCTION SYSTEM DESIGN</b>
	7	Capacity Planning
	8	Facilities Planning
	9	Work System Design
	10	Managing Information for Production System
<b>IV</b>		<b>PRODUCTION PLANNING &amp; SCHEDULING</b>
	11	Aggregate Production Planning
	12	Just-In-Time (JIT)
	13	Scheduling & Sequencing
<b>V</b>		<b>MATERIALS PLANNING</b>
	14	Issues in Materials Management
	15	Independent Demand System
	16	Dependent Demand System
<b>VI</b>		<b>EMERGING ISSUES IN PLANNING/OPERATIONS MANAGEMENT</b>
	17	Total Productive Maintenance
	18	Advanced Manufacturing System
	19	Computers in Planning/Operations Management

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**MS-54 : MANAGEMENT INFORMATION SYSTEM**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>INFORMATION FOR DECISION MAKING</b>
	1	Decision Making
	2	Conceptual Foundations of Information Systems
	3	Information Resources Management
<b>II</b>		<b>SYSTEM DEVELOPMENT</b>
	4	Overview of Systems Analysis & Design
	5	System Development Life Cycle
	6	Designing On Line & Distributed Environments-Design Consideration
	7	Implementation and Control of Projects
<b>III</b>		<b>COMPUTER NETWORKS &amp; DATA COMMUNICATIONS</b>
	8	Trends in Information Technology-Hardware, Software
	9	Data Communication Concepts
	10	Computer Networks
<b>IV</b>		<b>MANAGING CORPORATE DATA RESOURCES</b>
	11	Organising Data
	12	Relational Data Base Management Systems
	13	Query Languages Including DSS
	14	Applications and Illustrations
<b>V</b>		<b>SOCIO-LEGAL ASPECTS OF COMPUTERISATION</b>
	15	Social Dimensions of Computerisation
	16	Computer Viruses
	17	Legal Dimensions of Computerisation
<b>VI</b>		<b>CASE STUDIES</b>
	1	A Case Study on Computer Applications
	2	Aspects of Information Technology and Policy Making and the Caribbean Community
	3	Computerisation at IFFCO

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## MS-55 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>LOGISTICS AND SCM: AN OVERVIEW</b>
	1	Logistics and SCM - An Introduction
	2	Principles of SCM
	3	Customer Focus in SCM
<b>II</b>		<b>DESIGN AND MANAGEMENT OF SCM</b>
	4	Logistics – Inbound and outbound
	5	Models of SCM Integration
	6	Strategic Supply Chain Management
	7	Organising for Global Markets
<b>III</b>		<b>IT ENABLED SCM</b>
	8	Information Technology: A Key Enabler of SCM
	9	Intelligence Information System
	10	IT Packages in SCM
<b>IV</b>		<b>COST AND PERFORMANCE MEASUREMENT IN SCM</b>
	11	Cost Analysis and Measurement
	12	Best Practices and Benchmarking for SCM
	13	Performance Measurement and Evaluation of SCM
<b>V</b>		<b>DISTRIBUTION NETWORK PLANNING</b>
	14	Transportation Mix
	15	Locational Strategy
	16	Logistics and SCM Environment
<b>VI</b>		<b>EMERGING TRENDS</b>
	17	Future Trends and Issues
	18	Design for SCM and Greening the Supply Chain
	19	SCM in Service Organisation/Non-Manufacturing Sector

**MS-56 : MATERIALS MANAGEMENT**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>MATERIAL MANAGEMENT : AN OVERVIEW</b>
	1	Materials Flow Systems
	2	Strategic Role of Materials Management
	3	Linkage with other Functional Areas of Management
<b>II</b>		<b>SOURCING OF MATERIALS</b>
	4	Issues and Overview
	5	Domestic vs International Purchase
	6	Vendor Network
	7	Buyers-Sellers Relationship
<b>III</b>		<b>MATERIALS PLANNING AND CONTROL</b>
	8	Materials Planning and Budgeting
	9	Pull vs Push System
<b>IV</b>		<b>INVENTORY POLICIES AND SYSTEMS</b>
	10	Inventory Systems and Modelling
	11	Process Inventory
	12	Spare Parts Management
	13	Stores Accounting
<b>V</b>		<b>WAREHOUSING</b>
	14	Codification and Standardisation of the Materials
	15	Location and Structure of Warehouse
	16	Incoming Material Receipts
	17	Retrieval and Transaction Processing System
	18	Security and Loss Prevention
<b>VI</b>		<b>ORGANIZATION AND APPRAISAL OF MATERIALS MANAGEMENT</b>
	19	Materials Management and its Organisation
	20	Materials Information System
	21	Control of Material Management and Performance Appraisal

**MS-57 : MAINTENANCE MANAGEMENT**

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<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>MAINTENANCE OVERVIEW AND MANAGEMENT SYSTEM</b>
	1	Maintenance Management and Terotechnology: An Overview
	2	Maintenance Objectives and Strategies
	3	Preparation of Maintenance Planning and Scheduling
	4	Planned Maintenance Management System and Control
<b>II</b>		<b>MAINTENANCE RESOSURCE MANAGEMENT AND COSTING</b>
	5	Maintenance Organisation
	6	Maintenance Costing and Budgeting
	7	Spare Parts Inventory Management
	8	IT enabled Maintenance Management
<b>III</b>		<b>KEY ISSUES IN MAINTENANCE MANAGEMENT</b>
	9	Reliability, Availability and Maintainability Concepts
	10	Safety and Environmental Aspects in Maintenance Management
	11	Human Resource Development in Maintenance Management
	12	TQM and Maintenance Management
<b>IV</b>		<b>ANALYTICAL METHODS IN MAINTENANCE MANAGEMENT</b>
	13	Failure Statistics, Data Analysis and Methods of Qualitative Analysis
	14	Economics of Repair and Replacement of Equipment
	15	Planning and Scheduling of Plant and Overhauling Shutdown
<b>V</b>		<b>TRENDS IN MAINTENANCE MANAGEMENT</b>
	16	Condition Based Maintenance (CBM)
	17	Reliability Centered Maintenance (RCM)
	18	Total Productive Maintenance (TPM)
	19	Maintenance Audit

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## **MS-58 : MANAGEMENT OF R&D AND INNOVATION**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>TECHNOLOGICAL INNOVATIONS AND CREATIVITY</b>
	1	Nature, Process and Importance of Technological Innovation
	2	R&D and Economic Development
	3	Product Design, Marketing and Consumer
	4	Innovation and Creativity
<b>II</b>		<b>STRATEGIC CONSIDERATIONS</b>
	5	R&D as a Corporate Function
	6	R&D Resources
	7	Partnerships in Innovation
<b>III</b>		<b>ORGANISATION FOR R&amp;D AND INNOVATION</b>
	8	HRM Issues in Innovation and R&D
	9	Leadership and R&D Management
	10	Organisation Design and Structure for R&D
	11	R&D Project Management
	12	Measurement, Evaluation and Assessment of R&D
<b>IV</b>		<b>MICRO CONSIDERATIONS</b>
	13	National R&D Infrastructure and Institutional Framework
	14	Fiscal and other Incentives and Promotional/Support Measures
	15	Industry, Institutions and Government Cooperation
<b>V</b>		<b>OTHER IMPORTANT ISSUES IN R &amp; D MANAGEMENT</b>
	16	Commercialisation of R&D
	17	Management of Intellectual Property Rights
	18	Financing of R&D Projects
	19	Role of Consultants in R&D



**MS-61 : CONSUMER BEHAVIOUR**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE</b>	<b>VIDEOTAPE</b>
<b>I</b>		<b>CONSUMER BEHAVIOUR — ISSUES AND CONCEPTS</b>		
	1	Consumer Behaviour – Nature, Scope and Application		Consumer Behaviour
	2	Consumer Behaviour and Life-style Marketing	An Introduction to Course MS-61	Life Style Marketing
	3	Organisational Buying Behaviour		
<b>II</b>		<b>INDIVIDUAL INFLUENCES ON BUYING BEHAVIOUR</b>		
	4	Perceptions		Perceptual applications in advertising
	5	Consumer Motivation and Involvement		
	6	Attitude and Attitude Change		
	7	Learning and Memory		
	8	Personality and Self-concept		
<b>III</b>		<b>GROUP INFLUENCES ON CONSUMER BEHAVIOUR</b>		
	9	Reference Group Influence & Group Dynamics		
	10	Family Buying Influences, Family Life-cycle and Buying Roles		
	11	Cultural and Sub-cultural influences		
<b>IV</b>		<b>THE BUYING PROCESS</b>		
	12	Problem Recognition & Information Search Behaviour		
	13	Information Processing		
	14	Alternative Evaluation		
	15	Purchase Process & Post-purchase Behaviour		
<b>V</b>		<b>MODELLING BUYER BEHAVIOUR</b>		
	16	Early Models		
	17	Howard Sheth Model		
	18	Recent Developments in Modelling Buyer Behaviour		

**MS-62 : SALES MANAGEMENT**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE</b>	<b>VIDEOTAPE</b>
<b>I</b>		<b>SALES MANAGEMENT FUNCTIONS</b>		
	1	Introduction to Sales Management		
	2	Personal Selling		Personal Selling
	3	Sales Process		
	4	Computer Applications in Sales Management		
<b>II</b>		<b>SELLING SKILLS</b>		
	5	Communication Skills		
	6	Sales Presentation		
	7	Negotiation Skills		
	8	Retail Communication : Sales Displays		Sales Displays
<b>III</b>		<b>SALES FORCE MANAGEMENT</b>		
	9	Job Analysis, Recruitment and Selection		
	10	Training the Sales Force		
	11	Compensation and Motivation of Sales Force		
	12	Monitoring and Performance Evaluation		
<b>IV</b>		<b>PLANNING AND CONTROL OF THE SALES EFFORT</b>		
	13	Sales Planning		
	14	Sales Organisation		
	15	Sales Forecasting and Sales Quotas		
	16	Sales Budgeting and Control		
<b>V</b>		<b>CASE STUDIES</b>		

**MS-63 : PRODUCT MANAGEMENT**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE VIDEOTAPE</b>
<b>I</b>		<b>PRODUCT MANAGEMENT — INTRODUCTION</b>	
	1	The Product Management – Basic Concepts	Introduction to MS-63
	2	The Product Management Process	
	3	The Product Planning System	
<b>II</b>		<b>MANAGING PRODUCTS - 1</b>	
	4	Product Line Decisions	
	5	Product Life Cycle	
	6	Product Portfolio	
	7	Product Pricing	
<b>III</b>		<b>BRANDING AND PACKAGING DECISIONS</b>	
	8	Branding Decisions	Packaging as a tool of market cultivation
	9	Positioning Decisions	
	10	Brand Equity	
	11	Packaging Decisions	
<b>IV</b>		<b>NEW PRODUCT DEVELOPMENT</b>	
	12	Organising for New Product Development	
	13	Generation, Screening and Development of New Product Ideas	
	14	Economic Analysis	
<b>V</b>		<b>IMPLEMENTING NEW PRODUCT DECISION</b>	
	15	Concept Development and Testing	New Product Launch
	16	Physical Development of the Product	
	17	Pretest Marketing and Test Marketing	
	18	Product Launch	

**MS-64 : INTERNATIONAL MARKETING**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE VIDEOTAPE</b>	
<b>I</b>		<b>INTERNATIONAL MARKETING : AN INTRODUCTION</b>	An Introduction to MS-64	Institutional Infrastructure to Export Promotion
	1 .	Scope and Size of International Markets		
	2	Conceptual Framework		
	3	Institutional Framework		
<b>II</b>		<b>ENVIRONMENT OF INTERNATIONAL BUSINESS</b>	Global Marketing Environment	
	4	Cultural Environment		
	5	Political and Legal Environment		
	6	Economic Environment		
<b>III</b>		<b>POLICY FRAMEWORK AND PROCEDURAL ASPECTS</b>		
	7	India's Export-Import Policy		
	8	Export-Import Documentation		
<b>IV</b>		<b>INTERNATIONAL MARKETING MIX</b>		
	9	International Product Policy and Planning		
	10	International Advertising		
	11	International Pricing Policy		
	12	International Distribution and Sales Policy		
<b>V</b>		<b>INTERNATIONAL MARKETING PLANNING</b>		
	13	International Market Selection		
	14	International Marketing Research		
	15	International Marketing Planning and Control		

## MS-65 : MARKETING OF SERVICES

BLOCK	UNIT NOs.	UNIT TITLE	AUDIO TAPE	VIDEOTAPE
<b>I</b>	<b>SERVICES MARKETING: AN INTRODUCTION</b>			
	1	Services Marketing – Conceptual Framework		
	2	Role of Services in Economy		
	3	International Trade in Services, The WTO and India		
	4	Consumer Behaviour for Services		
<b>II</b>	<b>SERVICES MARKETING MIX</b>			
	5	Product and Price		
	6	Place and Promotion		
	7	Extended Marketing Mix		
<b>III</b>	<b>STRATEGIC ISSUES</b>			
	8	Service Quality		Destination India
	9	Managing Capacity/Demand		
	10	Retaining Customers		
<b>IV</b>	<b>SECTORAL APPLICATIONS - I</b>			
	11	Financial Services	Issues in	Destination
	12	Hospitality and Tourism Services	India	
	13	Health Services	Social Marketing	
	14	Case Study on Financial Services Marketing	Marketing of Health Services	
<b>V</b>	<b>SECTORAL APPLICATIONS - II</b>			
	15	Educational Services		
	16	Professional Services		
	17	Telecommunication Services		
	18	Product Support Services		
	19	Case Studies		

**MS-66 : MARKETING RESEARCH**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>	<b>AUDIO TAPE</b>	<b>VIDEOTAPE</b>
<b>I</b>		<b>M R CONCEPTS AND DESIGN</b>		
	1	M R Meaning and Importance, Research Process		
	2	Organisation of Marketing Research in India		
	3	Research Design		
<b>II</b>		<b>DATA COLLECTION</b>		
	4	Data Collection	Marketing	
	5	Sampling	Research:	
	6	Questionnaire Design and Development	Techniques	
	7	Attitude Measurement and Scaling	and Developments	
<b>III</b>		<b>DATA PROCESSING AND ANALYSIS</b>		
	8	Qualitative Research - Meaning, Scope and Methodologies		
	9	Data Processing - Coding, Tabulation Data Presentation		
	10	Description and inference from Sample Data		
	11	Analysis of Association		
<b>IV</b>		<b>MULTIVARIATE ANALYSIS</b>		
	12	Regression Analysis, Discriminant Analysis and Factor Analysis		
	13	Conjoint Analysis		
	14	Cluster Analysis and Multi-dimensional Scaling		
	15	Applications of Marketing Research in India — Some Case Studies		

**MS-68 : MANAGEMENT OF MARKETING COMMUNICATION AND  
ADVERTISING**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>MARKETING COMMUNICATION AND ADVERTISING — BASIC CONCEPTS</b>
	1	Marketing Communication in Marketing
	2	Communication-Key Concepts
	3	Indian Media Scene
<b>II</b>		<b>ADVERTISING CAMPAIGN PLANNING AND EXECUTION</b>
	4	Planning Communication Strategy
	5	Advertising Campaign Planning: Strategic Consideration, Creative Consideration
	6	Advertising Creativity : Campaign Planning and Execution
	7	Advertising Research: Role and Trends
	8	Measuring Ad Effectiveness: Definitions and Techniques
<b>III</b>		<b>MEDIA PLANNING CONCEPTS</b>
	9	Media Concepts, Characteristics and Issues in Media Planning
	10	Media Selection, Planning and Scheduling
	11	Internet as an Emerging Advertising Media
<b>IV</b>		<b>MARKETING COMMUNICATION FORM</b>
	12	Managing Sales Promotion
	13	Direct Marketing
	14	Publicity and Public Relation
	15	Social Marketing Communication
<b>V</b>		<b>STRATEGIES FOR ADVERTISING AGENCIES</b>
	16	Function and Structure of Ad Agencies
	17	Managing Client Agency Relationship
	18	Strategies for Account Management
	19	Legal and Ethical Issues in Advertising
<b>VI</b>		<b>CASE STUDIES</b>

## MS-611 : RURAL MARKETING

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>RURAL MARKETS: AN OVERVIEW</b>
	1	Rural Markets in India
	2	Understanding Rural Environment
<b>II</b>		<b>UNDERSTANDING THE RURAL CONSUMER</b>
	3	Differential Aspects of Buying Behaviour, Major influences on rural, Buying Behaviour
	4	Trends in Consumer Behaviour
	5	Rural Marketing Research
<b>III</b>		<b>PRODUCT AND PRICING DECISIONS FOR THE RURAL MARKETS</b>
	6	Product Development, Adoption Process and Modification Decision
	7	Pricing Decision
<b>IV</b>		<b>MANAGING THE PROMOTION</b>
	8	Understanding Rural Media and Current Opportunities
	9	Message Design & Development for Rural Market
	10	Rural Promotion Effort
<b>V</b>		<b>ACCESSING RURAL MARKETS</b>
	11	Physical Infrastructure and Dynamics of Distribution Process
	12	Participants in the Rural Distribution Process Behavioural Dimensions
	13	Physical Distribution Processes
<b>VI</b>		<b>UNDERSTANDING RURAL MARKETING PROCESS – CASE STUDIES</b>



## **MS-612 : RETAIL MANAGEMENT**

<b>BLOCK</b>	<b>UNIT NOs.</b>	<b>UNIT TITLE</b>
<b>I</b>		<b>AN OVERVIEW OF RETAILING ENVIRONMENT</b>
	1	Introduction to Retailing
	2	Evolution of Retail Environment
	3	Formats of Retailing Environment
<b>II</b>		<b>RETAIL PLANNING AND DEVELOPMENT</b>
	4	Understanding the Retail Customer
	5	Marketing Research for Retailing
	6	Strategic Retail Planning Process
	7	Locational Decisions
	8	Growth Strategies
<b>III</b>		<b>RETAIL MIX</b>
	9	Product Merchandise
	10	Pricing
	11	Promotions and Communication Mix
	12	Atmospherics
<b>IV</b>		<b>RETAIL OPERATIONS</b>
	13	Sourcing
	14	Financial Management Issues in Retailing
	15	Organisation Structure and Management of Human Resources
	16	C R M
	17	Monitoring and Controlling Retail Operations
<b>V</b>		<b>ISSUES IMPACTING RETAIL BUSINESS IN INDIA</b>
	18	Legal and Security Issues in Retail
	19	Ethical Dimensions
	20	Technology in Retailing
	21	Non-Store Retailing

## 8.0 CONTACT US

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

Sl. No.	Issues	Authority to be contacted		
1	Identity Card, Fee Receipt, Bonafide Certificate, Migration, Certificate, Scholarship Forms, change of name, correction of name/address	Concerned Regional Centre		
2	Non-receipt of study material and assignments	Registrar (MPDD), IGNOU, Maidan Garhi, New Delhi-110068		
3	Change of Elective/Medium/opting of left over electives/ Deletion of excess credits	Concerned Regional Centre		
4	Credit Transfer	Student Registration Division, Block No. 1 & 3, IGNOU, Maidan Garhi, New Delhi-110068		
5	Purchase of Audio/Video CDs	Marketing Unit, EMPC, IGNOU, Maidan Garhi, New Delhi-110068		
6	Academic Content	Director of the School concerned		
7	Approval of a Project Proposal / Synopsis	Project Co-ordinator in the Concerned School		
8	International Students residing in India should	Director, International Division, IGNOU, Block-15, Section K, Maidan Garhi, New Delhi. Tel. Nos. : 29533987; 29571681 E-mail : internationaldivision@ignou.ac.in		
9	Issue of Degree/ Diploma/ Certificate/ Despatch of returned Degrees/ Verification of Degrees/ Convocation	011-29572213 011-29535438	Asstt. Registrar 011-29572224	<a href="mailto:convocation@ignou.ac.in">convocation@ignou.ac.in</a>
10	Issue of Hall Ticket/ Correction in the hall ticket for handicapped students/ Non-receipt of hall tickets for term-end-examination & Entrance Test/ Entrance, Test Results/Queries related to dispatch of attendance, list of examinees etc./ writer	011-29572209 011-29572202	Asstt. Registrar 011-29535064	<a href="mailto:jitenderkr@ignou.ac.in">jitenderkr@ignou.ac.in</a>
11	Declaration of results of Masters and Bachelors degree level programme/Issue of grade card and provisional certificate of Masters and Bachelors degree level prog./ Practical marks of all programmes	011-29572212	Section Officer 011-29536103	<a href="mailto:practicalsed@ignou.ac.in">practicalsed@ignou.ac.in</a> <a href="mailto:mdresult@ignou.ac.in">mdresult@ignou.ac.in</a> <a href="mailto:bdresult@ignou.ac.in">bdresult@ignou.ac.in</a>
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17	Queries related to Assignment Marks	011-29571325	Asstt.Registrar	<a href="mailto:assignment@ignou.ac.in">assignment@ignou.ac.in</a>

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

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

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

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

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