

# Indira Gandhi National Open University

Centre for Corporate Education, Training and Consultancy (CCETC)

in collaboration with

Chartered Institute of Management Accountants (CIMA)



## MBA in Management Accounting and Finance

Two-Year Masters Degree Programme

Student Handbook 2011

## Recognition

### All India Council for Technical Education

(a Statutory Body of The Government of India)

Dr. Nagin Chand  
Advisor (PC/Academic)

F. No. AICTE/Academic/MOU-DEC/2005

Dated: May 13, 2005

To,  
The Secretaries/Directors,  
Technical Education,  
All State Governments/Union Territories.

Subject: Recognition of MBA, MCA programmes awarded by Indira Gandhi National Open University (IGNOU), New Delhi.

IGNOU, New Delhi has been established by sub-section (2) of section (1) of the IGNOU Act, 1985 (50 of 1985) vide Notification No. F.13-12/85-Desk (U) dated September 19, 1985 issued by the Department of Education, Ministry of HRD, Government of India, New Delhi.

I am directed to say that the Master of Business Administration (MBA) and Master of Computer Applications (MCA) degrees awarded by IGNOU are recognised by AICTE.

Yours Faithfully,

-Sd.-

(Nagin Chand)

Copy to:  
All Regional Officers, AICTE.

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Indira Gandhi Sports Complex, I.P. Estate, New Delhi - 110 002  
Phone: 23392506, 63-65, 68, 71, 73-75/Fax: 011 23392554

IGNOU is a CENTRAL UNIVERSITY established by an Act of Parliament in 1985 (Act No. 50 of 1985). IGNOU Degrees/Diplomas/Certificates are recognised by all the members of the Association of Indian Universities (AIU) and are at par with Degrees/Diplomas/Certificates of all Indian Universities/Deemed Universities/Institutions vide UGC Circular No. F.1-8/92 (CPP) dated February 1992 & AIU Circular No. EV/B (449)/94/176915-177115 dated January 1994.

## Programme Design Committee

Prof. V. K. Bhalla  
FMS, Delhi University

Arati Porwal  
Chief Representative,  
CIMA India Liaison Office

Dr. S. K. Tuteja  
FMS, Delhi University

Prof. C. G. Naidu  
Director (SOVET), IGNOU

Dr. V. V. Reddy  
Director (Research Unit), IGNOU

Prof. P. C. Basak  
School of Management Studies, IGNOU

Dr. Kamal Vagrecha  
School of Management Studies, IGNOU

Prof. P. R. R. Nair  
OSD & Coordinator, CCETC

Dr. Nayantara Padhi  
CCETC

Dr. Vijay V. Arya  
CCETC

## Programme Coordinators

Prof. P. R. R. Nair

Dr. Nayantara Padhi

Arati Porwal

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## Message for the Students

Dear Aspiring Student,

Greetings from the Indira Gandhi National Open University (IGNOU).

In the age of lifelong learning, a paradigm shift has been taking place in the Indian education system. There is a growing demand for recognised, quality education programmes which would allow young aspirants to acquire new abilities and expertise while they pursue their careers. We are happy to announce that IGNOU, in collaboration with the Chartered Institute of Management Accountants (CIMA), has launched an MBA programme in Management Accounting and Finance to cater to the growing demand and help the aspirants to vertically move up the corporate ladder.

This handbook is designed to give you information and advice to make your study decisions easier. Flexible mode of learning is a key part of this course.

It has been a constant endeavour of IGNOU to become India's most progressive University with international acclaim for innovation and responsiveness of teaching and learning, research partnership and international activities. Our objective is to produce highly employable graduates of the highest possible quality by forging linkages with business and industry.

On behalf of the Centre for Corporate Education, Training and Consultancy, IGNOU, we invite your participation in attaining the goal of making this nation a knowledge intensive society, where unemployable youth will be a thing of the past.

I take this opportunity to wish you all the success in your academic pursuit.

**Prof. P. R. R. Nair**

OSD and Coordinator,

Centre for Corporate Education, Training and Consultancy (CCETC), IGNOU

## About IGNOU

Since its establishment in 1985, IGNOU has contributed significantly to the development of higher education in the country through the Open and Distance Learning (ODL) mode. The 'People's University' follows a learner-centric approach and has successfully adopted a policy of openness and flexibility in entry qualifications, time taken for completion of a programme, and place of study.

The University, at present, offers 445 programmes of study through over 4,000 courses to a cumulative student strength of over 30 lakh students.

One of the biggest contributions of the University has been making available to long-distance learners, courses which were hitherto exclusively limited to face-to-face classroom interactions. The University develops its academic programmes through 21 Schools of Study. A dedicated faculty, trained in distance education methodology, is responsible for planning, designing, developing and delivering academic programmes.

The University has established a network of 63 Regional Centres (RCs), six Sub-Regional Centres and 3,100 Study Centres (SCs) all over the country to provide easy access and effective support services to the learners. These include Programme Study Centres (PSCs), as well as Special Study Centres for SCs/STs, minorities, differently-abled learners, jail inmates, and personnel of different wings of Defence and Para-military services.

The University has also extended its outreach beyond the borders of the country. IGNOU has entered into bilateral and multilateral alliances with several countries, especially in Asia and Africa: Australia, United Kingdom, France, United Arab Emirates, Qatar, Kuwait, Oman, Bahrain, Abu Dhabi, Seychelles, Mauritius, Maldives, Ethiopia, Madagascar, Papua New Guinea and Liberia.

The academic programmes of the University have multi-media support. The University has facilities for audio, video, radio, television, interactive radio and video counselling, as well as tele-conferencing. IGNOU has also been identified as the nodal agency for running a 24-hour educational TV channel — Gyan Darshan — in collaboration with other institutions of higher learning. Gyan Vani is emerging as a huge cooperative network of FM radio stations, exclusively devoted to education.

Apart from teaching, research and training, extension education is an important component of academic activities at IGNOU. Extension education provides the much-needed linkages between the community and the University. Various literacy programmes focusing on community awareness and education and training in need-based and relevant areas have been successfully executed by the University. This is part of the University's strategy of social intervention, and building the skill and knowledge capability of the community.

IGNOU has the unique distinction of combining the conventional role of a University with that of an apex body in the promotion, coordination and maintenance of standards in distance education, through continuous assessment and accreditation of the ODL institutions. The University established the DEC in 1991 as a statutory authority to ensure high-quality education through the ODL systems. The DEC has developed the ethos of sharing professional capabilities and resources with its peers.

## About the Centre for Corporate Education, Training and Consultancy

The Centre for Corporate Education, Training and Consultancy (CCETC) is an autonomous centre of IGNOU serving the corporate world. The centre is set up to facilitate executive education, management development, industry-institution collaboration, corporate consultancy and related research activities. The centre utilises the expertise of the internal faculty resources as well as leading professionals to meet and exceed the corporate management needs. The centre has the strength of providing customised education, training and consultancy, and research facilities in all aspects of corporate work like Finance, Marketing, Information Technology, Human Resource Management, and Operations Management.

## About CIMA

CIMA (Chartered Institute of Management Accountants) is a leading membership body that offers a globally recognised professional management accounting qualification. The CIMA professional qualification has an emphasis on creating financially qualified business leaders. It is committed to upholding the highest ethical and professional standards of members and students, and to maintaining public confidence in management accounting.

CIMA, founded in the UK in 1919, is the voice of over 183,000 students and members in 168 countries and is responsible for the education and training of management accountants who work across sectors - industry, commerce, the public sector and not-for-profit organisations.

CIMA qualified management accountants have an excellent understanding of finance and business. They use this to shape the future of their organisations. They have a broad business perspective, and excellent employment opportunities around the world. With its emphasis on strategic business skills, a CIMA qualification widens career options, within and outside of finance.

CIMA works with some of the world's leading employers and course providers to educate, qualify and support first-class financial managers. CIMA prides itself on the commercial relevance of its syllabus, which is in tune with the activities of high profile organisations, and evolves continually to reflect the latest developments in global business.

For more information about CIMA, please visit [www.cimaglobal.com](http://www.cimaglobal.com)

## About the Course

### **Name of the Programme**

MBA in Management Accounting and Finance

### **Unique Features**

1. Leads to a dual qualification, i.e. an MBA from IGNOU and an Advanced Diploma in Management Accounting from CIMA
2. The MBA degree awarded by IGNOU is recognised by AICTE
3. The CIMA qualification is recognised by employers worldwide.

### **Mode of Delivery**

Distance learning mode

## Semesters

### Semester 1 - July to December 2011

Management Concepts and Processes - MCT - 011  
Accounting and Finance for Managers - MS - 04  
Managerial Economics - MS - 09  
Marketing for Managers - MS - 06  
Management of Human Resources - MS - 02  
Quantitative Analysis for Managerial Application - MS - 08

### Semester 2 - January to June 2012

Research Methodology for Management Decisions - MS - 95  
Financial Management - MCT - 025  
Information System for Management - MS - 7  
Production/Operations Management - MS - 53  
Business Law, Ethics, and Corporate Governance - MCT - 030  
Organisation Design, Development and Change - MS - 10

### Semester 3 - July to December 2012

Project - Financial Appraisal and Management - MCN - 082  
Management Control Systems - MCN - 083  
Cost Planning and Analysis for Competitive Advantage - MCN - 084  
Advanced Financial Accounting and Reporting - MCN - 085  
Analysis of Financial Accounts and External Reporting - MCN - 086

### Semester 4 - January to June 2013

#### Electives - any 3 out of 5

International Financial Management - MS - 45  
International Financial Markets - MCNE - 070  
Working Capital Management - MS - 41  
Security Analysis and Portfolio Management - MS - 44  
Risk Management and Insurance - MCNE - 071

#### Compulsory

Project Report - MCNP - 081

#### Note:

Detailed syllabus for Semester 1: Page 10 - 15

Detailed syllabus for Semester 2, 3 and 4 will be made available at the end of Semester 1.

## Fee Structure

The total course fee will have two components:	£ 1200 Rs. 50000
The total course fee is payable in four parts - each payable at the commencement of every semester. Each payment will be of:	£ 300 Rs. 12500

Fee in INR (Rs.) by Demand Draft favouring IGNOU, payable at Delhi.

Fee in GBP (£) by Demand Draft favouring CIMA, payable at London.



## Schedule of Operation

ACTIVITIES	FIRST SEMESTER (July – December)	SECOND SEMESTER (January – June)
i. Dispatch of Study Material to begin by CIMA	July - August	January - February
ii. Face-to-Face classes (Counselling)	Schedule will be sent	Schedule will be sent
iii. Submission of Assignments to IGNOU study centre	15 September	15 March
iv. Assignment feedback to students	31 October (Assignment 1 and 2) 15 November (Assignment 3)	30 April (Assignment 1 and 2) 15 May (Assignment 3)
v. Last date for submission of Examination Forms* to IGNOU	30 September - No late fee 20 October - with Rs. 300 late fee 15 November** - with Rs. 500 late fee 28 November** - with Rs. 1000 late fee	31 March - No late fee 20 April - with Rs. 300 late fee 15 May** - with Rs. 500 late fee 28 May** - with Rs. 1000 late fee
vi. Term-End Examinations as scheduled by IGNOU	December	June
vii. Last dates for submission of Re-Registration Form for next semester (with a late fee of Rs. 200)	31 March (30 April)	1 October (31 October)
viii. Submission of Requisition for fresh set of assignments, if not attempted earlier, to CIMA	June/July	November/December

(Dates are subject to change due to unforeseen circumstances)

\* Examination Forms can also be filled up and submitted through IGNOU website [www.ignou.ac.in](http://www.ignou.ac.in) till 30 September for December Term-End Examinations and 31 March for June Term-End Examinations respectively.

\*\* To be submitted at concerned Regional Centre of IGNOU/SED of IGNOU. Please refer to Form 4.

## Change/Correction of Address

For any correction/change in the address, the learners are advised to use the proforma provided in this handbook (Form 8, page no. 31) and send it to The Programme Coordinator, **MBA in Management Accounting and Finance**, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.

Requests received without using the printed proforma will not be entertained. The form for change of address can also be downloaded from IGNOU website [www.ignou.ac.in](http://www.ignou.ac.in). Learners are advised not to write letters to any other officer in the University in this regard. Normally, it takes 4-6 weeks to effect the change. Therefore, learners are advised to make their own arrangements to get the mail redirected to the changed address during this period.

## 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. All the three assignments are to be submitted to The Programme Coordinator, **MBA in Management Accounting and Finance**, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.

**b. Term-End Examination (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 he/she has registered for that course and submitted all the assignments.

For appearing in the examination, a student has to submit the assignments and the Examination Form before the due dates as given in the schedule of operations. Examination Centre Code may be verified from IGNOU website.

If a student misses any Term-End Examination of a course for any reason, he/she may appear for any of them or all the papers 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 from the date of registration of the course. Beyond this period, he/she may continue for another four semesters by getting re-admission by paying fees 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.

If a student fails certain examinations in a semester, he/she can re-appear for the examinations during the subsequent Term-End Examinations - again up to a maximum of four semesters from the date of registration of the course. A student can however appear for a maximum of eight examinations/papers during each Term-End Examination. Beyond this period, a student has to seek re-admission by paying the fees again.

Letter grade system is used for grading continuous and Term-End Examination components. These letter grades are:

Letter Grade	Quality Value	Equivalent % of numerical marks
A	Excellent	70% and above
B	Very Good	Above 55% and below 70%
C	Good	Above 45% and below 55%
D	Average	Above 35% and below 45%
E	Unsatisfactory	Less than 35%

For successfully qualifying a course, a student will have to obtain at least 'D' grade in both continuous and Term-End Examination. For the project course, the student has to obtain at least 'C' grade.

**Modalities of submission of assignments and appearing in Term-End Examinations are given in Annexure 1.**

## Student Query

All student queries may be addressed to:

The Programme Coordinator,  
MBA in Management Accounting and Finance,  
CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers,  
C-62, G Block, Bandra Kurla Complex,  
Bandra East, Mumbai 400 051.  
T. +91-22 4237 0100 | F. +91-22 4237 0109  
E. india@cimaglobal.com | [www.cimaglobal.com](http://www.cimaglobal.com)

However, students may seek help from the following IGNOU representative for sorting out the specific issues mentioned below:

About Examination Centre,	:	Registrar (SED)
Exam Result, Grade Card, Improvement,		IGNOU
Re-Evaluation of Term-End		Maidan Garhi
Examination, Change of Electives,		New Delhi - 110068
Credit Exemption, Project Report		
Result, Issuance of Diploma Degree		

## Modalities of Submission of Assignments and Term-End Examination

### Assignments

- One assignment per course
- Assignment submission at the designated study centre of IGNOU

Assignments constitute the continuous evaluation. 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 Examination. Therefore, you are advised to take your assignments seriously. You will not be allowed to appear for the Term-End Examination for any course if you do not submit the specified number of assignments in time for that course.

The main purpose of assignment is to test your comprehension of the learning material you receive from us and also to help you get through the courses. The information given in the printed course material should be sufficient for answering the assignments. Please do not worry about the non-availability of extra reading material for working on the assignments. However, if you have easy access to other books, you may make use of them. But the assignments are designed in such a way as to help you concentrate mainly on the printed course material and exploit your personal experience.

**In case of any discrepancy regarding the set of materials and assignments, contact:**

**The Programme Coordinator, MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.**

The assignment responses should be complete in all respects. The tutor marked assignments are to be sent on response sheets to The Programme Coordinator, CIMA. After evaluation, these tutor marked assignments will be sent back to students with comments and grade.

IGNOU/The Programme Coordinator, CIMA has the right not to entertain or reject the assignments submitted after due date. You are, therefore, advised to submit the assignments before the due date.

Do not forget to get back your duly evaluated assignments along with a copy of the assessment sheets containing comments of the evaluator on your performance from The Programme Coordinator, CIMA. 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 along with copy of assessment sheet containing comments of evaluator on your assignments within two months after submission, please write to The Programme Coordinator, CIMA.

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 it 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 Programme Coordinator, CIMA so that the correct score is forwarded by him/her to IGNOU.

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 Programme Coordinator, CIMA with a request to forward the correct award list to IGNOU.

**Do not enclose any paper asking for any clarification on any of your doubts related to academic or administrative matters, along with the assignment. Send your doubts in a separate cover. Give your complete enrolment number, name, address, title of the course and the number of the unit or the assignment, etc., on the top of your letter. If you want to draw our attention to something of an urgent/important nature, write to The Programme Coordinator, CIMA.**

## 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 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:

Programme Title .....	Enrolment No. ....
Course Code .....	Name .....
Course Title .....	Address .....
Assignment Code .....	Signature .....
(as printed on assignments)	Date .....

3. Read the assignments carefully and follow the specific instructions, if any, given on the assignment itself about the subject matter or its presentation.
4. 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. While answering an essay type question, give adequate attention to introduction and conclusion. The introduction must offer your brief interpretation of the question and how you propose to develop it. The conclusion must summarise your response to the question. 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 emphasise. While solving numericals, use proper format and give working notes wherever necessary.
5. Use only foolscap 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 each answer. This may facilitate the evaluator to write useful comments in the margins at appropriate places.
6. Write the responses in your hand. Do not print or type the answers. Do not copy your answer from the units/blocks sent to you by the University. If you copy, you will get zero marks for the respective question.
7. Do not copy from the response sheets of other students. If copying is noticed, the assignments of such students will be rejected.
8. Write each assignment separately. All the assignments should not be written in continuity. Write the question number with each answer.
9. After submitting the assignment to The Programme Coordinator, CIMA get the acknowledgment from him/her on the prescribed assignment remittance-cum-acknowledgment card.
10. Use Forms 3 & 4 for Assignment and Term-End Examinations respectively.

## Syllabus

### (Medium of Instruction is English)

IGNOU in Collaboration with CIMA - MBA in Management Accounting and Finance (Two Years)

### Semester 1

#### Management Concepts and Processes - MCT - 011

Block	Unit Nos.	Unit Title
I		<b>Management and Planning</b>
	1	Management
	2	Planning
II		<b>Organising and Directing</b>
	3	Organising
	4	Directing
III		<b>Communication, Controlling and Coordination</b>
	5	Communication
	6	Controlling and Coordination
IV		<b>Motivation, Leadership and Supervision</b>
	7	Motivation
	8	Leadership and Supervision

## Accounting and Finance for Managers - MS - 04

Block	Unit Nos.	Unit Title
<b>I</b>		<b>Accounting Framework</b>
	1	Accounting and its Functions
	2	Accounting Concepts and Standards
	3	Accounting Information and its Applications
<b>II</b>		<b>Understanding Financial Statements</b>
	4	Construction and Analysis of Balance Sheet
	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
	8	Absorption and Marginal Costing
	9	Cost-Volume-Profit Analysis
	10	Variance Analysis
<b>IV</b>		<b>Financial And Investment Analysis</b>
	11	Financial Management: An Introduction
	12	Ratio Analysis
	13	Leverage Analysis
	14	Budgeting and Budgetary Control
	15	Investment Appraisal Methods
<b>V</b>		<b>Financial Decisions</b>
	16	Management of Working Capital
	17	Capital Structure
	18	Dividend Decisions

## Managerial Economics - MS - 09

Block	Unit Nos.	Unit Title
<b>I</b>		<b>Introduction To Managerial Economics</b>
	1	Scope of Managerial Economics
	2	The Firm: Stakeholders, Objectives & Decision Issues
	3	Basic Techniques
<b>II</b>		<b>Demand And Revenue Analysis</b>
	4	Demand Concepts and Analysis
	5	Demand Elasticity
	6	Demand Estimation and Forecasting
<b>III</b>		<b>Production And Cost Analysis</b>
	7	Production Function
	8	Cost Concepts and Analysis I
	9	Cost Concepts and Analysis II
	10	Estimation of Production and Cost Functions
<b>IV</b>		<b>Pricing Decisions</b>
	11	Market Structure and Barriers to Entry
	12	Pricing Under Pure Competition and Pure Monopoly
	13	Pricing Under Monopolistic and Oligopolistic Competition
	14	Pricing Strategies
<b>V</b>		<b>Comprehensive Case</b>
		Competition in Telecommunication Service Provision



## Marketing for Managers - MS - 06

Block	Unit Nos.	Unit Title
<b>I</b>		<b>Marketing and its Applications</b>
	1	Introduction to Marketing
	2	Marketing in a Developing Economy
	3	Marketing of Services
<b>II</b>		<b>Marketing Planning and Organisation</b>
	4	Planning Marketing Mix
	5	Market Segmentation
	6	Marketing Organisations
	7	Marketing Research and its Applications
<b>III</b>		<b>Understanding Consumers</b>
	8	Determinants of Consumer Behaviour
	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
	13	Branding and Packaging Decisions
<b>V</b>		<b>Pricing and Promotion Strategy</b>
	14	Pricing Policies and Practices
	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
	19	Distribution Strategy
	20	Managing Sales Personnel
	21	Marketing and Public Policy
	22	Cyber Marketing

## Management of Human Resources - MS - 02

Block	Unit Nos.	Unit Title
<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>Compensation and Reward Management</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

## Quantitative Analysis for Managerial Application - MS - 08

Block	Unit Nos.	Unit Title
<b>I</b>		<b>Basic Mathematics for Management</b>
	1	Quantitative Decision Making – An Overview
	2	Function and Progressions
	3	Basic Calculus and Applications
	4	Matrix Algebra and Applications
<b>II</b>		<b>Data Collection and Analysis</b>
	5	Collection of Data
	6	Presentation of Data
	7	Measures of Central Tendency
	8	Measures of Variation and Skewness
<b>III</b>		<b>Probability and Probability Distributions</b>
	9	Basic Concepts of Probability
	10	Discrete Probability Distribution
	11	Continuous Probability Distributions
	12	Decision Theory
<b>IV</b>		<b>Sampling and Sampling Distributions</b>
	13	Sampling Methods
	14	Sampling Distributions
	15	Testing of Hypotheses
	16	Chi-Square Tests
<b>V</b>		<b>Forecasting Methods</b>
	17	Business Forecasting
	18	Correlation
	19	Regression
	20	Time Series Analysis

**Note:**

Detailed syllabus for Semester 2, 3 and 4 will be made available at the end of Semester 1.



**INDIRA GANDHI NATIONAL OPEN UNIVERSITY**  
Maidan Garhi, New Delhi 110068

**Guidelines for Project Course (MCNP-081)**

Student can take up Project Course only after registering for MCNP-081 courses. For registration purposes the project course is treated as one course, and the fee is Rs. 2000 (equivalent to two courses).

**1) Objective**

The objective of the project is to help the Student develop the ability to apply multidisciplinary concepts, tools and techniques to solve organisational problems.

**2) Type of Project**

The project may be from any one of the following types and preferably from your area of specialisation:

- i) Comprehensive case study (covering single organisation/multifunctional area problem, formulation, analysis and recommendations)
- ii) Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management practices
- iii) Field study (empirical study).

**PROJECT PROPOSAL (SYNOPSIS)**

**3) Proposal Formulation**

Synopsis of the project should be prepared in consultation with the Supervisor and sent to The Programme Coordinator, MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051. The synopsis should clearly state the objectives and research methodology of the proposed project to be undertaken. It should have full detail of the rationale, sampling, instruments to be used, limitations if any, and future directions for further research, etc.

**4) Eligible Project Supervisor**

- i) Faculty at the Headquarters (School of Management Studies)
- ii) Academic Counsellors of Management Programme having relevant experience
- iii) Teacher in Management having 5 years of PG teaching experience/Professionals holding Masters degree in Management or allied disciplines having a minimum of 5 years of experience in the relevant area. [In exceptional cases, a Supervisor with a B.E. degree and 5 years of relevant experience may also be approved].

Students are advised to send their project synopsis and bio-data of the Supervisor (in case of (ii) and (iii) above, which must be duly signed by the guide) to the Coordinator (Projects), MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.

In case the proposed Supervisor is not acceptable to the Faculty, the Student shall be advised so, and in such cases the Student should change the Supervisor and resubmit the proposal. Hence the Student will submit project proposal afresh with the signature of the new Supervisor, as it will be considered a new proposal. Similarly if a Student wants to change his/her Supervisor for any reason, he/she would be required to submit the project proposal alongwith the signature of the new Supervisor on a new project proposal proforma, as it would be considered a new proposal.

In case of academic counsellors, it should be clearly mentioned as to which are the courses he/she is counselling for, and since when, alongwith the name and code of the study centre he/she is attached with. The Project Supervisor will be paid a token honorarium of Rs. 300 by the University for guiding the Student.

At any given point of time a Supervisor cannot guide more than five students.

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

#### **5) Project Proposal Submission and Approval**

After selection of the Supervisor and finalising the topic, Student should send the Project Proposal Proforma alongwith one copy of the synopsis and bio-data of the Supervisor to The Programme Coordinator, MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051 for approval. Proposals incomplete in any respect will straight away be rejected. Students are advised to retain a copy of the synopsis. Proposals not accompanying a complete and signed bio-data of Supervisor will not be considered for approval. Project Proposal can be submitted throughout the year.

#### **6) Communication of Approval**

A written communication regarding the approval/non-approval of the project will be sent to the Student within eight weeks of the receipt of the proposal in the School of Management Studies.

#### **7) Resubmission of Project Proposal**

In case of non-approval of the proposal, the comments/suggestions for reformulating the project will be communicated to the Student. In such case the revised project synopsis should be submitted with revised Project Proposal Proforma and a copy of the rejected synopsis and Project Proposal Proforma bearing the comments of the evaluator and P.P. No. (Project Proposal Number) allotted by the School of Management Studies.

### **PROJECT REPORT**

#### **8) Formulation**

- i) The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However 10% variation on either side is permissible.
- ii) Each project report must adequately explain the research methodology adopted and the directions for future research.
- iii) The project report should also contain the following:
  - a) Copy of the Project Proposal Proforma and synopsis
  - b) Certificate of originality duly signed by the student and the Supervisor

#### **9) Submission of Project Report**

One typed copy of the project report is to be submitted to the Registrar (SED), IGNOU, Maidan Garhi, New Delhi-110 068. As soon as you submit the Project Report, a P.R. No. would be allotted which will be communicated to the Student. Student should quote this P.R. No. while corresponding with SR & E Division regarding Project Report.

Project Report can be submitted any time throughout the year.

Note: 1) If a Project Report is submitted between 1 December to 31 May then the result will be declared along with June Term-End Examinations.

- 2) If a Project Report is submitted between 1 June to 30 November then the result will be declared along with December Term-End Examinations.

#### 10) Viva-Voce

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

#### 11) Enquiries

Enquiries regarding the approval of Project synopsis should be addressed to The Programme Coordinator, MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.

#### SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT PROPOSAL

1. Send only one copy of the Project Proposal, and retain a copy with you.
2. "MCNP-081" should be written prominently on the envelope and should be addressed to The Programme Coordinator, **MBA in Management Accounting and Finance**, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.
3. Ensure the inclusion of the following while submitting the Proposal:
  - a) Proforma for Approval of Project Proposal, duly filled and signed by both - the Student and the Supervisor
  - b) Detailed bio-data of the Supervisor duly signed by him/her (bio-data of the Guide should include his/her detailed office address with Telephone No.)
  - c) Synopsis of the Project
4. The Synopsis of your Project Proposal should include the following:
  - a) Rationale for the Study
  - b) Objectives of the Study
  - c) Research Methodology to be used for carrying out the Study (detailing nature of data, data sources, collection methods, tools and techniques of analysis, sampling etc.)
  - d) The expected contribution from the Study
  - e) Limitations, if any, and the direction of future research.

#### SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT REPORT

1. The Project Work should be submitted in original in A-4 Size (29 x 20 cm), typed in double space, in a bound volume to the Registrar (SED) of the University by Registered insured post.
2. Before binding the Project report the student should ensure that it contains the following:
  - i) Approved Project Proposal Proforma (original)
  - ii) Original Approved Synopsis, and
  - iii) An originality certificate duly signed by the Student and Supervisor (Proforma enclosed)If any Project Report is received in the absence of the above, the same will be returned to the students for compliance.
3. Kindly mention on the top of the envelope "PROJECT REPORT-MP". This will facilitate sorting out Project Reports received in SE Division for various Programmes.
4. Students should keep a copy of the Project Report with them. The Project Report will not be returned to the Student.

## Certificate of Originality

This is to certify that the project titled "\_\_\_\_\_"  
\_\_\_\_\_ " is an original work of the Student and is being submitted in partial fulfillment for the award of the **MBA in Management Accounting and Finance** of Indira Gandhi National Open University. This report has not been submitted earlier either to this University or to any other University/Institution for the fulfillment of the requirement of course of study.

Signature of Supervisor

Signature of Student

Place :

Place :

Date :

Date :

### IMPORTANT

The bio-data of the Guide must be duly signed by him/her in original and must contain the following information:

1. Date of Birth
2. Full office and residential addresses alongwith contact telephone numbers
3. Academic qualifications including year of passing
4. Work experience alongwith designation and name of the organisation and period.



**INDIRA GANDHI NATIONAL OPEN UNIVERSITY**  
Maidan Garhi, New Delhi 110068  
**Proforma For Approval of Project Proposal (MCNP-081)**

Enrolment No.: \_\_\_\_\_ Study Centre: \_\_\_\_\_  
Regional Centre: \_\_\_\_\_

Name and Address of the Student: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Title of the Project: \_\_\_\_\_  
\_\_\_\_\_

Subject Area: HRM & OB/Accounting & Finance/Operations Mgt. & Information System/Marketing/Corporate Mgt./Any Other (Specify)

Name and Address of the Supervisor: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Is the Supervisor an Academic Counsellor of Management Programme of IGNOU? Yes  No

If Yes, Name and Code of Study Centre and the courses he/she is counselling for and since when: \_\_\_\_\_  
\_\_\_\_\_

No. of Students currently working under the Supervisor for MCNP-081: \_\_\_\_\_

Signature of Student

Signature of Supervisor

Date:

Date:

Please do not forget to enclose the synopsis of the project and the bio-data of the Supervisor. In case the complete and signed bio-data of the Supervisor (even if the proposed Supervisor is an academic counsellor of IGNOU's Management Programme) is not enclosed, the proposal will not be entertained.

SYNOPSIS	SUPERVISOR
APPROVED	APPROVED
NOT APPROVED	NOT APPROVED

For Office Use only

(SIGNATURE OF MANAGEMENT FACULTY)

Comments/Suggestions for reformulation of the Project.

Date: .....

(Please use the photocopy of this proforma)





**INDIRA GANDHI NATIONAL OPEN UNIVERSITY  
MBA in Management Accounting and Finance**

**Re-Registration/Re-Admission Form**

Dates for submission of this Form are:  
**Semester 1 and 3 (July - Dec)**  
 1 February to 31 March  
 30 April with a late fee of Rs. 200.00  
 31 May with a late fee of Rs. 500.00  
 20 June with a late fee of Rs. 1000.00  
**Semester 2 and 4 (Jan - June)**  
 1 August to 30 September  
 31 October with a late fee of Rs. 200.00  
 30 November with a late fee of Rs. 500.00  
 20 December with a late fee of Rs. 1000.00

I opt for the following semester and enclosed is a Demand Draft towards the course fee as per the details given below:

1. Name of Student: \_\_\_\_\_

2. Enrolment No.: 

--	--	--	--	--	--	--	--	--	--

3. Programme: 

--	--	--	--	--	--	--

Draft No.: \_\_\_\_\_

Issuing Bank & Branch: \_\_\_\_\_

Payable at: \_\_\_\_\_

Date: \_\_\_\_\_

Amount Rs.: \_\_\_\_\_

SEMESTER-1

SEMESTER-2

SEMESTER-3

SEMESTER-4

1. A semester once selected for study must be completed within 2 years. In case of failure to do so, the Student will be retained to seek re-admission by paying fee of Rs. 1000 per semester.
2. Students are also required to furnish the statistical information in the enclosed proforma (Annexure to Re-Registration Form).

Mail this form to **The Programme Coordinator, MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051;** along with requisite fee so as to reach him/her by the due date. Form received after the last date or by any other office of IGNOU than the Regional Centre concerned will be summarily rejected.

Signature of the Student  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 Date: \_\_\_\_\_  
 Phone (Off/Res): \_\_\_\_\_  
 Mobile: \_\_\_\_\_  
 E mail ID: \_\_\_\_\_

**Information for Statistical Purpose: Students are required to fill up this Annexure compulsorily**

1. Name of Student: \_\_\_\_\_

2. Enrolment No:

3. Programme Code:

4. Details of Scholarship being Received, if any:

(a) Amount (annually)

(b) Govt. Deptt.

(c) Family Income (yearly)

(Please use the photocopy of this proforma)



**INDIRA GANDHI NATIONAL OPEN UNIVERSITY**  
Maidan Garhi, New Delhi 110068

**Application Form for Requisition of Assignments**

Programme of Study

Enrolment Number

Write in BLOCK CAPITAL LETTERS only

Name : Shri./Smt./Km.	
-----------------------	--

Please indicate course code, assignment code and course title for which you need the assignment in the following columns. The assignment of the course which you have already passed should not be mentioned.

Sr. No.	Semester Course Code	Assignment Code	Course Title
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

Complete Address \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_ PIN \_\_\_\_\_

Signature \_\_\_\_\_  
 Date \_\_\_\_\_

Please mail this Form to:

**The Programme Coordinator,**  
**MBA in Management Accounting and Finance,**  
 CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers,  
 C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.  
 T. +91-22 4237 0100 | F. +91-22 4237 0109 | E. india@cimaglobal.com  
 www.cimaglobal.com

**For Official Use Only:**

Date of Dispatch of assignments to the students \_\_\_\_\_

## Instructions for Requisition/Submission of Assignments

1. Read the instructions for submission of assignments given in your Programme Guide carefully.
2. Assignment should be demanded only if your registration for the course (subject) is valid.
3. Please ensure that you have mentioned your correct Enrolment No. (it consists of 9 digits), Name, Course Code, and Course Title, Semester/Year, wherever applicable, on your assignment responses before submitting.
4. Submission of assignment within due date is a pre-requisite for appearing in the Term-End Examination. You are, therefore, advised to submit your assignment to the Programme Coordinator, MBA in Management Accounting and Finance, CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers, C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051, within the prescribed dates. Assignments received after due dates will be summarily rejected.
5. In case you have failed to get the overall qualification grade for a course, you may choose to either appear in the Term-End Examination or attempt the assignments for that course again.
6. Assignments should not be demanded to improve your score if you have secured minimum qualifying score in a course (subject).
7. Please do not submit your assignment responses twice to the Programme Coordinator, CIMA.



EXAM FORM

**INDIRA GANDHI NATIONAL OPEN UNIVERSITY**  
**STUDENT EVALUATION DIVISION**  
 Maidan Garhi, New Delhi-110068

Serial No.	
------------	--

**Term-End Exam June / December - 20\_\_\_\_\_**

Control No.

**INSTRUCTIONS**

1. Use BLACK BALL POINT PEN in boxes using English capital letters or English numerals.
2. Do not staple. Only clip the documents along with it.
3. Write in CAPITAL LETTERS only within the box without touching the lines as shown in the sample below.

0	1	2	3	4	5	6	7	8	9	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

Control No.	
-------------	--

Programme Code

Study Centre Code

Enrolment No.

Exam Centre Code   
 (Where you wish to appear for the exam)

Name of the Candidate (Leave one box empty between First Name, Middle Name and Surname)

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Address for correspondence (Do not give Post Box No. address. Leave a blank box between each unit of address like House No., Name, P.O., etc.)


City

District

State

Pin Code

**COURSE OPTION:**

Course Codes (Exam already taken in last TEE but result awaited on the date of submission of the exam form) (For result please visit IGNOU site www.ignou.ac.in) NO EXAM FEE TO BE PAID

Sr. No.	Course Code	Sr. No.	Course Code	Sr. No.	Course Code
1.	<input type="text"/>	9.	<input type="text"/>	1.	<input type="text"/>
2.	<input type="text"/>	10.	<input type="text"/>	2.	<input type="text"/>
3.	<input type="text"/>	11.	<input type="text"/>	3.	<input type="text"/>
4.	<input type="text"/>	12.	<input type="text"/>	4.	<input type="text"/>
5.	<input type="text"/>	13.	<input type="text"/>	5.	<input type="text"/>
6.	<input type="text"/>	14.	<input type="text"/>	6.	<input type="text"/>
7.	<input type="text"/>	15.	<input type="text"/>	7.	<input type="text"/>
8.	<input type="text"/>	16.	<input type="text"/>	8.	<input type="text"/>

**FEE DETAILS** (Please write your Name & Enrolment No. at the back of the Draft)

Total No. of Courses		X 50	Total Amt.	<input type="text"/>
Practical Courses		X 50		<input type="text"/>
Late Fee				<input type="text"/>
TOTAL				<input type="text"/>

1. Draft No.	<input type="text"/>
Amount	<input type="text"/>
2. Draft No.	<input type="text"/>
Amount	<input type="text"/>
Date	<input type="text"/> / <input type="text"/> / <input type="text"/>
Issuing Branch	
Payable at	N E W D E L H I

SIGNATURE OF THE STUDENT (within the box only)

ISSUING BANK

I hereby affirm that I have submitted/will submit all the required number of assignments as applicable for the above course(s) within the deadlines prescribed by the University to the appropriate authority for evaluation. I also affirm that my registration for the above course(s) is valid and not time barred. If any of my above statements are found to be untrue, I will have no claim for taking examination. I undertake that I shall abide by the rules and regulations of the University.

Date: \_\_\_\_\_

(Signature of the Student)

### Dates for Submission of Exam Forms

For June TEE	Late Fee	For Dec TEE	Late Fee
1 March to 31 March	Nil	1 September to 30 September	Nil
1 April to 20 April	Rs. 300/-	1 October to 20 October	Rs. 300/-
21 April to 15 May*	Rs. 500/-	21 October to 15 November*	Rs. 500/-
16 May to 28 May*	Rs. 1000/-	16 November to 28 November*	Rs. 1000/-

\* During these dates, submit the examination form with late fee to concerned Regional Centre (for outside Delhi). For Delhi, submit to the Registrar (SED), IGNOU, Maidan Garhi, New Delhi - 110068. Exams for these students will be conducted at Regional Centre of IGNOU only.

Examination form without late fee can be submitted by Regd. Post/Speed Post alongwith the requisite fee (in the form of Demand Draft) at SED division, IGNOU, Maidan Garhi, New Delhi - 110068 or at the concerned Regional Centre within the stipulated dates.

### Instructions for filling up the Exam Form

1. Please send the Examination Form by Registered Post/Speed Post and retain the proof of its mailing till you receive the Hall Ticket.
2. Students should submit the Examination Form only once for each Term-End Examination.
3. Examination fee @ Rs. 50/- per course in the form of Demand Draft drawn in favour of IGNOU and payable at New Delhi is required to be sent along with the Examination Form.
4. It is advisable that students fill up the Examination Form without waiting for the result of the previous examination. No Examination Fee is required to be paid for the courses for which the student appeared in the preceding TEE and the result has not been declared on the date of submission of the Examination Form.
5. Term-End Examination result is also available on the University website, i.e., [www.ignou.ac.in](http://www.ignou.ac.in). Please see the result status before filling the Examination Form.
6. If you fail to receive Examination Intimation Slip one week before commencement of examination, you may visit our website [www.ignou.ac.in](http://www.ignou.ac.in) and download Hall Ticket and report to Examination Centre with your Identity Card.
7. Normally, IGNOU Study Centre is the Examination Centre. In case you wish to take the examination at a particular IGNOU centre, the code of your chosen IGNOU centre should be filled up as Examination Centre Code. However, if Examination Centre chosen by you is not activated, you will be allotted another Examination Centre under the same region of IGNOU.
8. Change of Examination Centre, once allotted, is not permissible under any circumstances.
9. Please write correct course code(s) as indicated in your Programme Guide, failing which the course(s) will not be included in Hall Ticket for taking examination. (For example ECO-01/MS-02)
10. In case wrong/invalid course code is mentioned in the Examination Form, the course will not be included in the Hall Ticket and the examination fee paid will not be refunded.
11. Students are advised to enclose/forward only the Examination Fee along with this form. Any other fee forwarded with the Exam Fee will result in rejection of the Examination Form.
12. Students of Management Programme can take examinations of a maximum of 8 courses at a time.
13. Examination Form can also be submitted with the requisite fee (with or without late fee) within the stipulated dates at the respective Regional Centres.
14. Examination Fee once paid will not be refunded/adjusted.



INDIRA GANDHI NATIONAL OPEN UNIVERSITY  
Maidan Garhi, New Delhi 110068

Application Form for Re-Evaluation of Answer Script

1. Name: .....

2. Programme:

Enrolment No.:

3. Address: .....

.....

Pin:

4. Month and Year of the Examination: .....

5. Examination Centre Code:

6. Address of the Examination Centre: .....

.....

.....

7. Courses in which re-evaluation is sought:	Course Code	Marks/Grade Obtained
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....

8. Fee Detail:  
(The fee for re-evaluation of answer script is Rs. 500 per course, which is to be paid through Demand Draft drawn in favour of 'IGNOU' & payable at 'New Delhi')

No. of Course(s): ..... X Rs. 500 Total Amount: .....

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

Issuing Bank: .....

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

(You are advised to use the photo copy of this proforma)

## Rules & Regulations for Re-Evaluation of Answer Scripts

1. The request for re-evaluation by the student must be made before 31 March for December TEE and 30 September for June TEE or within one month of declaration of results, whichever is later.
2. The date of declaration of results will be calculated from the date on which the results are placed on the IGNOU website.
3. After re-evaluation, the better of the two scores of original marks/grade and marks/grade after re-evaluation will be considered.
4. The revised marks/grade after re-evaluation shall be communicated to the student on receipt of re-evaluation result and result of re-evaluation will also be made available on the IGNOU website at [www.ignou.ac.in](http://www.ignou.ac.in). The minimum time required for re-evaluation shall be 30 days from the date of receipt of application.
5. Re-evaluation is permissible in TEE only and not in the Project/Dissertation Practicals/Lab courses, Workshops, Assignments & Seminars, etc.
6. On the top of the envelope containing the prescribed application form, please mention '**Application Form for Re-Evaluation of Answer Scripts**'.
7. Application Form must reach within the prescribed dates at the following address:

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





INDIRA GANDHI NATIONAL OPEN UNIVERSITY  
Maidan Garhi, New Delhi 110068

Application Form for Obtaining Duplicate Grade Card/Mark Sheet

Name: .....

Enrolment No.: 

--	--	--	--	--	--	--	--	--	--

Address: .....  
.....  
.....  
.....

Pin: 

--	--	--	--	--	--

Programme: .....

Month and Year of the Exam: .....

Centre from where appeared at the last examination: .....

Bank Draft/IPO No. .... dated .....  
for Rs. 150/- in favour of IGNOU, New Delhi

Date: .....

.....  
Signature

Note: Fee for duplicate grade card is Rs. 150/-. The duplicate grade card/mark sheet will be sent by Registered Post.

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

Registrar (SED)  
Indira Gandhi National Open University  
Block 12, Maidan Garhi,  
New Delhi-110 068.

(You are advised to use the photo copy of this proforma)

To  
The Programme Coordinator,  
**MBA in Management Accounting and Finance,**  
CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers,  
C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.  
T. +91-22 4237 0100 | F. +91-22 4237 0109 | E. india@cimaglobal.com  
www.cimaglobal.com

**Subject: Non-receipt of Study Material/Assignment**

Enrolment Number: 

--	--	--	--	--	--	--	--	--	--

Programme: 

--

I have not received the Study Material/Assignments in respect of the following:

Sr. No.	Course Code	Blocks	Assignments

I have remitted all the dues towards the course fee and there is NO CHANGE in my address given as follows:

Name and Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

---

For Office Use

Date of despatch of study material/assignments to students: \_\_\_\_\_

(You are advised to use the photo copy of this proforma)



# INDIRA GANDHI NATIONAL OPEN UNIVERSITY

Maidan Garhi, New Delhi 110068

## Change/Correction of Address/Study Centre

All correspondence to be sent at the following address and change of address to be recorded.

Enrolment Number: 

--	--	--	--	--	--	--	--	--	--

Date of Change effective from: 

--	--	--	--

Write in BLOCK CAPITAL LETTERS only

Name: Shri/Smt./Km.	
---------------------	--

New Address:

Town:									
State:	Pin: <table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>								
State Code:									

Programme of Study:

--

Signature .....

Date: .....

The filled-up form should be mailed to:  
 The Programme Coordinator,  
**MBA in Management Accounting and Finance**,  
 CIMA India Liaison Office, 303, 3rd Floor, VIBGYOR Towers,  
 C-62, G Block, Bandra Kurla Complex, Bandra East, Mumbai 400 051.  
 T. +91-22 4237 0100 | F. +91-22 4237 0109 | E. india@cimaglobal.com  
[www.cimaglobal.com](http://www.cimaglobal.com)

(You are advised to use the photo copy of this proforma)

## Contact Details

The Programme Coordinator

**MBA in Management Accounting and Finance**

CIMA India Liaison Office

303, 3rd Floor, VIBGYOR Towers,

C-62, G Block, Bandra Kurla Complex,

Bandra East, Mumbai 400 051.

T. +91 22 4237 0100, +91 22 4237 0111, +91 22 3291 1383

E. [india@cimaglobal.com](mailto:india@cimaglobal.com)