

Student Handbook & Prospectus



Post Graduate Certificate in
Project Management (PGCPM)



School of Engineering and Technology
INDIRA GANDHI NATIONAL OPEN UNIVERSITY
Maidan Garhi, New Delhi – 110 068

Guidance	:	Prof. V. N. Rajasekharan Pillai, Vice-Chancellor, IGNOU
Support & Cooperation	:	Prof. Ajit Kumar, Director, SOET
Information Compilation	:	Dr. Manoj Kulshrestha, Project Coordinator, IPC Project Dr. Ashish Agarwal, Project Coordinator, IPC Project
CRC Management	:	Mr. Praveen Chauhan, DEO, SOET Mr. Sanjeev Kumar, Project Assistant
Print Production	:	Mr. A. S. Chhatwal, Assistant Registrar (Publication), SOET

April, 2010

© *Indira Gandhi National Open University, 2010*

All rights reserved. No part of this work may be reproduced in any form, by mimeograph or any other means, without permission in writing from the Indira Gandhi National Open University.

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.

Printed and published on behalf of the Indira Gandhi National Open University by Director, SOET.

Laser Typesetting by School of Engineering and Technology, IGNOU, New Delhi-110 068.

CONTENTS

1. The University	4
2. School of Engineering and Technology	4
3. IGNOU-PMA-CEPM Collaboration for Online Project Management Training	7
4. Post Graduate Certificate in Project Management (PGCPM)	8
5. The Courseware	9
6. Programme Delivery	10
7. Term End Examination	11
8. Evaluation Methodology	12
9. Other Important Information	13
10. Guidelines for Filling-up the Application Form for Admission	14
11. Application Form for Admission	

RECOGNITION

IGNOU is a Central University established by an Act of Parliament in 1985 (Act No. 50 of 1985). The Degrees/Diplomas/Certificates awarded by IGNOU are recognised by all the members of the Association of Indian Universities (AIU) and to be treated 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 and AIU Circular No. EV/B(449)/94/176915-177115 dated January 14, 1994.

THE UNIVERSITY

Indira Gandhi National Open University (IGNOU) was established in 1985 by an Act of Parliament with a view to democratise education and improve the quality of life of our people. IGNOU has now emerged as the largest University in the world. It is mandated to cover large segments of population across the length and breadth of the country particularly the disadvantaged groups of society engaged in various vocations and professions. The primary emphasis is on innovation, flexibility and cost-effectiveness. The University follows a learner-centric approach. It has successfully adopted a policy of openness and flexibility in terms of relaxed entry qualifications and provision for multiple entry and exit, pace, place of study, etc.

At present, IGNOU is offering more than 350 programmes and has over 3.0 million students on its roll. The University operates through a strong network of 68 Regional Centres. There are over 2600 Study Centres/Programme Study Centres across the country, which provide individualised support to the learners. Most of these centres are equipped with the state-of-the-art tele-conferencing facility. The University produces high quality and rich content courseware for its learners for which the IGNOU was conferred an Award of Excellence for Distance Education Materials by the Commonwealth of Learning (COL), Canada.

Objectives of the University

The University has the following major objectives :

- Promoting the educational well-being of the community;
- Democratising higher education by providing easy access to all those who desire to improve their qualifications, skills and competence by taking education to the door-steps of people living even in remote areas;
- Offering need-based innovative academic programmes by giving professional and vocational orientation to the course curriculum;
- Disseminating learning and knowledge through an innovative multiple media teaching-learning system.

In addition, IGNOU also has the responsibility of promoting and developing distance education system in India.

SCHOOL OF ENGINEERING AND TECHNOLOGY

The School of Engineering and Technology has the responsibility of initiating academic, continuing and extension education programmes in the areas of engineering and technology. The School has developed several programmes aimed at increasing job potential and economic advantage to the learners. To fulfil its mandate, the School

regularly interacts with employing agencies, professional bodies and industry so as to reflect educational and training needs of the targeted learner group in the curriculum. The school practices participative and collaborative strategy by inviting different industries.

The instructional packages are designed and developed with the help of experts drawn from various institutions of acknowledged expertise : IITs, National Institutes of Technology (NITs), reputed Universities and Engineering Colleges and Industry. The School has forged alliances with the Construction Industry Development Council (CIDC), Directorate General of Shipping (DGS), Khadi and Village Industries Commission (KVIC), Footwear Design and Development Institute (FDDI), Aeronautical Engineering & Research Organisation (AERO), Ministry of Power (MoP), and Hero Honda Motors Ltd. (HHML), etc. to design, develop and conduct tailor-made courses to meet the specific needs of respective employment sectors.

The programmes launched by the School range from a competency based non-credit vocational qualification certificate to doctoral degree in engineering and technology. The school has successfully launched its programmes at various levels in the areas of Civil Engineering (Construction Management and Water Resources Engineering), Mechanical Engineering (Computer Integrated Manufacturing), Nautical Science, Art and Craft (Pottery), Footwear Technology, Power Distribution Management, and Motorcycle Servicing and Repairing, etc.

Under our innovative mechanism of Competency based Vocational Qualification System jointly designed, developed and monitored with partnering organisations, trade level workers are trained and certified.

Programmes on Offer

At present, the School has following programmes on-offer:

- Doctor of Philosophy in Engineering & Technology
- Bachelor of Technology - Civil (Construction Management)
- Bachelor of Technology - Civil (Water Resources Engineering)
- Bachelor of Technology - Mechanical Engineering (Computer Integrated Manufacturing)
- Bachelor of Technology in Aerospace Engineering (BTAE)
- Bachelor of Architecture
- Bachelor of Science (Nautical Science)
- Advanced Diploma in Construction Management leading to Bachelor of Technology Civil (Construction Management)
- Advanced Diploma in Water Resources Engineering leading to Bachelor of Technology Civil (Water Resources Engineering)
- Advanced Diploma in Computer Integrated Manufacturing leading to B. Tech. Mechanical Engineering (Computer Integrated Manufacturing)

- Diploma in Computer Integrated Manufacturing leading to B. Tech. Mechanical Engineering (Computer Integrated Manufacturing)
- Diploma in Mechanical Engineering
- Diploma in Civil Engineering (Army Personnel)
- Diploma in Electrical and Mechanical Engineering (Army Personnel)
- Diploma in Civil Engineering (General Candidates)
- Advanced Certificate in Power Distribution Management
- Certificate in Craft and Design (Pottery)
- Certificate in Shoe Upper Cutting
- Certificate in Shoe Upper Stitching
- Certificate in Shoe Lasting and Finishing
- Competency Certificate in Power Distribution
- Certificate in Motorcycle Service and Repair

Ongoing Collaborative Projects in the School

- IGNOU-CIDC Construction Education and Training Project (IC-CETP)
(Collaborative project of IGNOU and Construction Industry Development Council)
- IGNOU-KVIC Project
(Collaborative project of IGNOU and Khadi and Village Industries Commission)
- IGNOU-FDDI Project
(Collaborative project of IGNOU and Footwear Design and Development Institute, NOIDA)
- IGNOU-DGS Project
(Collaborative project of IGNOU and Directorate General of Shipping)
- IGNOU-MoP Project
(Collaborative project of IGNOU and Ministry of Power, Government of India)
- IGNOU-AERO Project
(Collaborative project of IGNOU and Aeronautical Engineering & Research Organisation)
- IGNOU-HHML Motorcycle Technicians Competency Development Project (IH-MTCDP)
(Collaborative project of IGNOU and Hero Honda Motors Ltd.)
- IGNOU-IIMSHE Project
(Collaborative project of IGNOU and Institute of Industrial Management for Safety, Health and Environment, Bhopal)
- IPC Collaboration for Online Project Management Training
(Collaborative project of IGNOU, Project Management Associates (PMA), NOIDA and Centre for Excellence in Project Management (CEPM), NOIDA)
- IGNOU-VKA-IDEA Project
(Collaborative project of IGNOU, Vastu Kala Academy, New Delhi and Institute of Design and Environmental Architecture, Goa)

IGNOU-PMA-CEPM COLLABORATION FOR ONLINE PROJECT MANAGEMENT TRAINING

This project is a collaborative venture among Indira Gandhi National Open University (IGNOU), New Delhi, Project Management Associates (PMA), NOIDA and Centre for Excellence in Project Management (CEPM), NOIDA directed towards the dissemination of knowledge and skill upgradation in the area of project management.

Project Management Associates (PMA)

Project Management Associates (PMA) established in 1993 with the main objective of propagating project management ideas and practices in India. Its other objectives are to create awareness amongst all the stakeholders, the imperatives of sound project management methodology as the backbone for the growth of the society; to conduct examinations or tests in one or more aspects of project management and to promote certification in the field of project management. Project Management Associates, a vibrant non-profit national body of project managers in India, is a member of International Project Management Association (IPMA), Netherlands. IPMA was formed in 1965 to create a fraternal body of Project Management - National Associations. International Project Management Association, a body comprising 47 National PM Associations from all over the world, is providing the visionary direction to the project management profession and facilitating the pooling of national experiences to form a global depository of knowledge. As a member of IPMA, India has access to the latest concepts and methodologies related to PM through the literature of IPMA and by participating in its programmes. IPMA's 4-Level Certification (4LC) scheme which is globally recognised, is administered only through PMA in India.

Centre for Excellence in Project Management (CEPM)

Centre for Excellence in Project Management (CEPM) Pvt. Ltd., established in 2003, is in the forefront in developing the world class training material on the varied aspects of project management and related to various certification schemes. Over the years, CEPM has evolved world class online training contents to prepare students to have access to the contemporary project management topics and trends. CEPM's experience in delivering consultancy, training and Project Management software solutions is highly rated by the industry. CEPM provides project management training through in-company and public seminars and supports both critical path and critical chain based enterprise-wide project management solutions. CEPM is a leader in training professionals in the effective use of Project Management tools such as Sciforma's Project Scheduler & Communicator and Microsoft's MS Project.

Thus, all the three project constituents have distinct areas of expertise which has been effectively used in programme design and development of PGCPM.

The course delivery mechanism for PGCPM programme will be based on Online Education through Internet based URL : <http://www.ignou-cepm.org>

POST GRADUATE CERTIFICATE IN PROJECT MANAGEMENT (PGCPM)

IGNOU offers Post Graduate Certificate in Project Management (PGCPM) in collaboration with Project Management Associates (PMA) and Centre for Excellence in Project Management (CEPM) with specific responsibility of constituents in respective expert area.

Objectives

Education and training in the area of Project Management is an important and effective means of transforming India into a project oriented society. In fact, it should be encouraged in the national interest so that the application of Project Management concepts can improve our ability to keep pace with the international happenings. Keeping this in view to fulfil the above defined needs PGCPM has been designed.

Admission Eligibility

Candidates eligible for admission to PGCPM should possess following qualifications :

- Graduate in any discipline.
- Besides graduate candidates from other Universities, this programme may also be taken by existing IGNOU students enrolled in programmes where minimum entry qualification is graduation. One can pursue both the programmes concurrently.

Programme Structure

There are four courses in the programme. The total credits of a course have been worked out on the basis of course content and their weightages. Following table gives the details of the courses.

Programme Structure of the PGCPM

Sl. No.	Course Code	Name of the Course	Credits
1.	MPM-001	Project Fundamentals and Appraisal	4
2.	MPM-002	Project Planning and Organization	6
3.	MPM-003	Project Implementation and Control	4
4.	MPM-004	Project Closeout	4
Total			18

The course delivery mechanism for the program will be based on Online Education through Internet based [URL: http://www.ignou-cepm.org](http://www.ignou-cepm.org)

Details of the Programme

Some pertinent details of the programme are given as under :

Post Graduate Certificate in Project Management (PGCPM)	
Programme Duration	6 Months (Minimum) and 2 Years (Maximum)
Programme Fee	Rs. 7,200 + Rs. 100 (Registration Fee)
Eligibility	Graduate in any discipline
Age	No bar
Medium of Instruction	English

THE COURSEWARE

MPM-001 : Project Fundamentals and Appraisal (Credits : 4)

Project Fundamentals: Project -- What is a Project ?, Operations vs. Projects, PM Characteristics, Why modern PM is the key Discipline ?, Historical Perspective, Project Management, Triple Constraints, Project life cycle, Uncertainties vs. life cycle, Value addition vs. life cycle, Cost of change vs. life cycle, Amount at stake vs. life cycle Appraisal: Stakeholders--Stakeholder Requirement, Business Case, Need Analysis Cycle, Business Case Concepts, Contents of Business Case, Investment Appraisal, Project Charter, PESTLE Analysis

MPM-002 : Project Planning and Organization (Credits : 6)

Project Planning: Planning Management--Why Plan ?, Types of Plan, Start Up, Need for proper start up, Success Criteria, Success Criteria, Scope Definition, Scope Philosophy, Product/Service Description, Scope Planning, Scope Statement, Scope Definition High Level, Work Breakdown Structure, Work Package, Scope Management Plan, Time Management--More about WBS, Overview of Networks, Project Network Diagrams, What is an Activity ?, Arrow Diagramming Method (ADM), Precedence Diagramming Method (PDM), Program Evaluation and Review Technique (PERT), Duration estimates, Logical Relationships and Dependencies, Lead and Lag, Early Start and Early Finish, Late start and late finish, Critical path, Float, Project Network Analysis, Gantt Charts, Cost & Finance: Cost Estimating, Cost Baseline, Estimate at completion, Quality Considerations: Quality Philosophy, What is Quality ?, Cost of Quality, Communication: Communication Concepts. Project Organization: Internal & External Interfaces--Role of Interfaces, Roles & Responsibilities--What is HR ?, Roles, Duties and Responsibilities, Responsibility Assignment Matrix, Organization Structures - Types of Organization Structures, Information System--Communication Process

MPM-003 : Project Implementation and Control (Credits : 4)

Project Implementation: Risk & Opportunity - Risk vs Project Life Cycle, Risk Identification, Risk Assessment. Teamwork - Types of Teams, Characteristics of Teams, Team Building, Barriers to Communication. Issue Management - Issue Logs. Procurement--The need for procurement, Procurement Planning, Contracting, Project Control: Issue Analysis - Issue Analysis. Quality-Flow Chart, Histogram, Pareto Diagram. Control-Change Management Concepts, The need for change control, Formal Change control procedures. Information Management & Reporting-Meetings, Information Management Fundamentals, Schedule and Cost Monitoring. Team Performance-Motivation Theories, Conflict Resolution

MPM-004 : Project Closeout (Credits : 4)

Project Integration : Conformance-Ensuring conformance. Problem Solving - Problem Solving. Project Integration-Project Definition, Manage Project Plan, Manage Project Execution, Monitoring and Control. Product Integration-Integration Platform, Sequence for Integration, Evaluate Products. Integration Effectiveness-Documentation, Priority Setting, Issue Histogram. Project Delivery : Contract Administration - Contract Administration, Project/Product Warranties, Close Out-Purchase Order Close out, Legal Close out, Contract Close Out, Resource Close out, Project Close out report. Project/Product Delivery - Delivery Checklist, Project Acceptance. Post Project Evaluation-Project Evaluation. Video Viewing. Full Length Test (FLT).

PROGRAMME DELIVERY

The programme delivery mechanism for the Post Graduate Certificate in Project Management (PGCPM) shall be as follows :

- The programme will be delivered online to all the enrolled students. All students will be provided the user ID and password to access the courseware of the programme. With the given user ID and password, one has to log-in to www.ignou-cepm.org. In fact, in this programme, the students will not be attached to any study centre. They have to study themselves on the basis of online contents available with them. However, for their query redressal, some sessions of teleconferencing as per requirements may be organised on Gyandarshan-2 during the programme duration. A prior intimation in this regard would be sent to all students through E-mail.
- Every student enrolled in this programme will have sequential access in the courses in the order, namely MPM-001, MPM-002, MPM-003 and MPM-004. To start with, one will have access to only MPM-001 till (s)he finishes the course in terms of content grasping and opts for Continuous Assessment Check (CAC) for the course. For completing MPM-001 which is a 4-credit course, one has to spend at least 15 hrs. With the online contents in order to properly grasp the

concepts covered in the course. Once the student clears the CAC for MPM-001, (s)he will move to MPM-002 failing which (s)he will not be able to access contents of further courses, i.e. MPM-002, MPM-003 and MPM-004. In this case, (s)he has to spend another 5 hrs. with the online contents of MPM-001 and clear the CAC for the course. A student will be given a maximum of three attempts to clear the CAC for any course in the programme.

In this case, (s)he has to spend the minimum hours required in MPM001(i.e 15hours) and then access the CAC .

- After qualifying in CAC of MPM-001, (s)he is authorized to get access to the online contents of MPM-002. This being a 6-credits course, one has to spend at least 20 hrs. with the online contents in order to properly grasp the concepts covered in the course before opting for the CAC of MPM-002.
- Similarly, after completion of MPM-002, a student will be able to access MPM-003 and then has to qualify its CAC for accessing the contents of MPM-004. Finally, after completing MPM-004 course contents and qualifying its CAC, the students shall be allowed to access video viewing and final examination practice test.
- A student switching over to next course after qualifying the CAC of previous course(s), (s)he will have access to all the previous course(s). For example, at the time of studying MPM-004, (s)he will have access to MPM-001, MPM-002 and MPM-003.
- Once a student qualifies the CAC of MPM-004, (s)he becomes eligible to appear in the Term End Examination (TEE) of the programme.

TERM END EXAMINATION

Apart from CACs of different courses, Term End Examination (TEE) is another evaluation tool in the PGCPM programme which is conducted in June and December for the students enrolled in January and July respectively.

In order to appear in the Term-end-Examinations, the students are required to fill in the Term-end-Examination form. The Examination Form is to be submitted to the Programme Coordinator (PGCPM) along with an examination fee of Rs. 50 per course. (Rs. 200 for four courses of PGCPM). The last dates for submitting the filled-in examination forms are as follows :

Examination Months	Dates for Submission of Examination Forms			
	Without Late Fee	With a Late Fee of Rs. 300	With a Late Fee of Rs. 500	With a Late Fee of Rs. 1000
June	1st February to 31st March	1st April to 20th April	21st April to 20th May	21st May to 28th May

December	1st August to 30th September	1st October to 20th October	21st October to 20th November	21st November to 28th November
----------	---------------------------------	--------------------------------	----------------------------------	-----------------------------------

After receiving the examination form, the University will send the Hall Ticket before the commencement of TE Examinations. If you do not receive the Hall Ticket 15 days before the examinations, you must contact Programme Coordinator (PGCPM) at the Headquarters. Alternatively, you can also download the Hall Ticket from IGNOU Website after June 15 and December 15 for TEE, June and TEE, December respectively. After downloading the Hall Ticket, paste your recent passport size photographs.

Your enrolment number is your Roll Number for examinations. Be careful in writing it. Any mistake in writing the Roll Number will result in non-declaration of your result.

It is the duty of student to check whether (s)he is registered for the course(s) (s)he intends to appear for the examination. If you neglect this and take the examination without being eligible for it, your result will be withheld.

Final term end examination will be conducted at selected IGNOU examination centres located in selected cities of IGNOU Regional Centres. Examination will be divided into two papers of 3 hours duration each. Both papers will have two sections, i.e. Section 1 and Section 2 of 1 hour 30 minutes duration. Both papers shall be held in a same day or two different days in morning (1000 Hrs.-1300 Hrs.) and/or evening session (1400 Hrs.-1700 Hrs.), preferably on last week of June/December.

EVALUATION METHODOLOGY

The weightage of CAC and TEE for all the courses is 30% and 70% respectively in the overall evaluation scheme of the programme.

A student will be awarded marks for Continuous Assessment Checks (CACs) and for Term End Examination (TEE) part for each course. To clear a course, a student will have to clear both the segments of the course. Following table gives minimum percentage of marks required for the clearance of a course:

Evaluation Component's part for the Course	% of marks for Clearance
Continuous Assessment Check (CAC)	≥ 50%
Term-end Examination (TEE)	≥ 50%
Overall Performance	≥ 60%

To facilitate statement of overall performance at the end of the programme, the calculation of overall percentage will be based on the weighted average system and the precision will be up to the one point after the decimal. Calculations will be carried out using the following scheme :

$$\text{Overall Percentage} = \frac{C_1 P_1 + C_2 P_2 + C_3 P_3 + \dots}{C_1 + C_2 + C_3 + \dots}$$

where $C_1, C_2 \dots$ denote credits associated with courses taken by the student, and $P_1, P_2 \dots$ denote the percentage of marks awarded in respective courses.

The divisions will be decided as follows :

Distinction with First division	75% and above.
First division	60% and above but less than 75%

OTHER IMPORTANT INFORMATION

Admission Schedule

The University offers admission to PGCPM programme twice in a year, i.e. July and January. The separate admission schedule is published in the newspapers as well as displayed in IGNOU website. Accordingly, one may apply in the months of April-May and October-November for July and January session respectively.

Programme Fee

The programme fee of PGCPM is Rs. 7,200. Over this, the registration fee of Rs. 100 is to be paid by students of all programmes of the university. The fee is to be paid in the form of a Demand Draft (DD) amounting Rs. 7,300 (Rs. 7,200 + Rs. 100) drawn in favour of IGNOU payable at New Delhi along with the APPLICATION FORM FOR ADMISSION and I-card.

How to Apply ?

The APPLICATION FORM FOR ADMISSION, I Card and the GUIDELINES FOR FILLING-UP OF APPLICATION FORM FOR ADMISSION are to be downloaded from the IGNOU website: <http://www.ignou.ac.in> and go through the instructions carefully before filling-up the Application Form.

The duly completed Application Form for Admission (Two pages on separate sheets) and Identity Card (One page) in all respect along with the prescribed fee, i.e. Rs. 7,300 payable to IGNOU, New Delhi, should be sent to the following address :

Programme Coordinator (PGCPM)
IGNOU-PMA-CEPM Project (IPC Project)
School of Engineering and Technology
Visvesvaraya Bhawan, New Academic Complex
Indira Gandhi National Open University
Maidan Garhi, New Delhi - 110 068

Phone No. : 91-11-29532092, 91-11-29536443

E-mail : pgcpmonline@ignou.ac.in

The last date of submission of Application Form for Admission with late fee of Rs. 200 is **June 30, 2010**.
Now, you have to send the Demand draft of **Rs. 7,500(All inclusive)**
To be issued in favour of IGNOU payable at New Delhi.