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CDOL MESSAGE

Dear students,

It is a pleasure welcoming you to Jamia Millia Islamia for the M.A HRM Programme under distance mode being offered at the Centre for Distance and Open Learning.

Education, needless to reiterate, is a sine qua non for the growth of a nation and personality development of its citizens. Plagued by the existence of various structural problems and prejudicial practices leading to divisiveness in the social order, various governments that have struggled to evolve an egalitarian order based on Gandhiji's dream of social justice and Nehru's meditations on equity have finally found an answer in education. Distance education is, one of the many, multi-pronged instruments adopted to promote literacy across India. It aims not just to foster social mobility and lifelong education but also to uphold the core values of the Indian society, that is, democracy, secularism, social justice and equality of opportunity.

The Jamia Millia Islamia in its commitment to endorse these values and advance literacy has pledged to take education to the doorsteps of the learners.

I wish you success in your educational endeavors.

Professor Mohd. Mujtaba Khan
Officer on Special Duty

2. PROGRAMME COORDINATOR

S. No	Name of Programme Coordinator	Address	Contact Details
1	Dr. Chandra Mohan Singh	Centre for Distance and Open Learning, Jamia Millia Islamia, Jamia Nagar, New Delhi-110025 singh.cmohan@gmail.com	011-26929226 011-26981717+ Ext. 4227

3. ABOUT THE PROGRAMME

3.1 Objectives of the Programme

This Programme aims to achieve the following objectives:

- To provide an opportunity to get M.A. degree to those who find it too difficult or even impossible to pursue regular M.A. Human Resource Management course at a university either due to their job commitments or certain other circumstances.
- To help the learner study at their own pace and from their own chosen place.
- To inculcate the skills needed for a successful career in Human Resource Management in an international context.
- To apply practical, strategic HR skills to develop more encouraging work environments.
- To effectively communicate with employees on all levels, and lead successful teams.

3.2 Introduction of the Programme

The Programme is offered by the Centre for Distance and Open Learning for the people who are working in human resource or a related field and wish to become professionally qualified in the field of Human Resource Management. This Programme will develop the knowledge, skills and attitude required for Human Resource professionals. The program will suit those candidates who want to make career in Human Resource (HR) after their first degree or those with experience of working in HR, and now wish to become professionally qualified. M.A. HRM programme caters to develop human resource as well as enhance understanding and bring self-enrichment among the students. It helps the students to study at one's own pace and from his/her own chosen place.

3.3 Duration of the Programme

The Programme can be completed in a minimum period of 1 year and up to a maximum period of 3 years (inclusive of the year of admission).

3.4 Compulsory Papers

Each Defence Personnel enrolled in **M.A. HRM** final year will undertake the following 6 theory courses;

S. No.	Course Code	Course Title	Credits	Counselling Session 2 Hours Each	Evaluation Scheme		Total
					Assignments	Term End Examination	
1	HRM-104	Human Behaviour at work	04	5	30	70	100
2	HRM-105	Human Resource Development	04	5	30	70	100
3	HRM-202	Talent Management	04	5	30	70	100
4	HRM-203	Change Management & Organization Development	04	5	30	70	100
5	HRM-204	Stress and Conflict Management	04	5	30	70	100
6	HRM-206	Strategic Human Resource Management	04	5	30	70	100
Total			24	30	180	420	600

3.4.1 Detail of the course

HRM 104: Human Behaviour at work

Block 1 : Introduction to Human Behaviour

Unit-1 : Meaning, importance and key elements

Unit-2 : Perception, cognition and learning: concept and theories

Unit-3 : Theories of adult learning; behavioural, cognitive and humanist theories

Unit-4 : Personality and attitudes: concept and theories

Unit-5 : Tools for employee assessment

Unit-6 : Emotional intelligence: concept and application

Block 2 : Motivation

Unit-1 : Concept and factors affecting motivation

Unit-2 : Content theories of motivation: Maslow's, Herzberg, McGregor and McClelland

Unit-3 : Process theories of motivation: vroom and locus of control theory

Unit-4 : Interpersonal relationships, job satisfaction and employee morale

Block 3 : Influencing Process

Unit-1 : Leadership: concept, skills and types

Unit-2 : Leadership theories and application: trait, behavioral and situational theories

Unit-3 : Group and group dynamics

Unit-4 : Team work

HRM 105: Human Resource Development

- Block 1 : Fundamentals of HRD**
- Unit 1 : Concepts, philosophy, goals, challenges and prerequisites
 - Unit 2 : Historical development, shift of focus to HRD by organizations
 - Unit 3 : Integrated model of HRD
 - Unit 4 : Learning, training, education and development
- Block 2 : Training and Development: Sub-System of HRD**
- Unit 1 : Training and development: objectives, overview of training process, principles and strategies
 - Unit 2 : Need identification, analysis and assessment
 - Unit 3 : Designing programmes, methods, factors in designing a training programmes, methodologies, role of trainer and training system
 - Unit 4 : Determining training effectiveness, evaluation process and tools continuous monitoring
- Block 3 : Application and Practices**
- Unit 1 : HRD system design: principles and strategies
 - Unit 2 : HRD and organizational strategy: management development and HRD for workers
 - Unit 3 : HRD approaches for coping with organizational changes (Empowerment, Entrepreneurship)
 - Unit 4 : Emerging trends of HRD in India an global context
 - Unit 5 : Competency-based model: core/essential competencies, special competences (leadership), professional or individual competencies

HRM 202: Talent Management

- Block 1 : Strategy for Talent Management**
- Unit-1 : Talent Management: concept, aims and steps
 - Unit-2 : Planning for talent management
 - Unit-3 : Identifying and attracting talent
- Block 2 : Talent Acquisition**
- Unit-1 : Operationalising Hiring
 - Unit-2 : Attracting talent and employer branding
 - Unit-3 : Selection: strategies, process and methods
 - Unit-4 : On boarding talent
- Block 3 : Talent Retention and Transition**
- Unit-1 : Talent transition: concept, planning and strategies
 - Unit-2 : Competence and relationship management
 - Unit-3 : Career Management and succession planning
 - Unit-4 : Strategic retention planning, techniques and tools

HRM 203: Change Management & Organization Development

- Block 1 : Change Management**
- Unit-1 : Change management: concept need and factors
- Unit-2 : Planned change: models and theories
- Unit-3 : Change management process
- Unit-4 : Strategic change management
- Block 2 : Organizational Culture and Effectiveness**
- Unit-1 : Organizational culture: Definition, importance and components
- Unit-2 : Management of organizational culture and employee effectiveness
- Unit-3 : Organizational effectiveness: concept, factors and importance
- Unit-4 : Dimensions of organizational effectiveness -Octapace
- Block 3 : Organizational Development (OD)**
- Unit-1 : OD: Concept, scope, value, assumptions and need
- Unit-2 : Appreciative enquiry (diagnosis), action and programme management
- Unit-3 : OD interventions techniques
- Unit-4 : Organizational development for managing organizational culture

HRM 204: Stress and Conflict Management

- Block 1 : Understanding Stress**
- Unit- 1 : Concept of stress, crisis and burnout
- Unit- 2 : Life events and stress
- Unit- 3 : Stressors
- Unit- 4 : Manifestations of stress
- Block 2 : Understanding Organizational Conflict**
- Unit- 1 : Conflict: Concept and sources
- Unit- 2 : Dimensions and manifestations of conflict
- Unit- 3 : Functional and dysfunctional conflict
- Unit- 4 : Levels of conflict – individual, inter and intra-group
- Block 3 : Coping With Stress and Conflict**
- Unit- 1 : Concept and mechanisms of copying (individual, social sub-system, organization, professional services)
- Unit- 2 : Coping and managing stress
- Unit-3 : Conflict prevention and management
- Unit-4 : Negotiation and mediation for conflict resolution

HRM 206: Strategic Human Resource Management

- Block 1 : Introduction to Business Strategy and Strategic HRM**
- Unit-1 : The concept of business strategy, strategic HRM
- Unit-2 : The Process of strategic HRM and investment perspective in HR (HR inventory, accounting and auditing)
- Unit-3 : Strategic management models-contributions of Mintzberg, Johnson etc

- Unit-4 : Human resource environment and emerging trends (outsourcing)
- Block 2 : Practice of Strategic HRM**
- Unit-1 : Strategic HR Planning, acquisition and development
- Unit-2 : Strategic job analysis, job design, compensation, benefits and budgeting
- Unit-3 : Strategic recruitment and selection
- Unit-4 : Strategic training and development
- Block 3 : Organizational and Functional Strategies**
- Unit-1 : Structural strategies
- Unit-2 : Employee relations strategy
- Unit-3 : Competencies of HR professionals in a SHRM scenario
- Unit-4 : Tools and application

4. COUNSELLING SESSIONS

Generally counseling sessions are held at the Study Centres on weekends or at the times scheduled by the Study/Programme Centres within the general academic schedule of the programme. The Coordinator/Programme In-charge at the Study Center will decide on the coverage of these sessions (theory). The Study Centre Coordinator/Programme In-charge will also provide the counseling schedule. The counseling sessions will include clarifications required in the print-material and the solution of problems through active interaction between counselors and students.

Counseling sessions will be organized for all theory courses of MA.HRM Programme. The counseling duration and time for each theory course will consist of **7 sessions of 2 hours each**. The schedule of the sessions will be flexible and will concentrate on more relevant and important issues or topics. The students will be provided with a copy of schedule in advance so that they come prepared for discussions during counselling sessions. **Attending the counselling sessions is not mandatory but is always in the interest of learners to attend these sessions.**

5. SMS SERVICES

The CDOL, JMI has an SMS Alert Service, wherein a student gets connected with the Centre by receiving messages. SMS Alert Service has the uniqueness that the student gets updates regarding academic activities related to their programme. However, students are advised not to depend completely on SMS rather they should remain in touch with their respective study centre continuously for any updated information. Further, they should follow the academic calendar provided to them for the current academic year.

6. ACADEMIC CALENDER

It is a tentative schedule provided at the time of admission containing important dates and fees/charges corresponding to important activities (counseling/assignments/examination etc.) that you are supposed to do throughout the academic session. You can **view and download your academic calendar from JMI website - jmi.ac.in or ensure a copy of the same at the time of admission and renewal in the very beginning of your academic session. Try to keep an eye on the important dates given in**

your academic calendar for different activities. This will help you in completing your assignments/works on time smoothly (without delay). Remember the dates given in academic calendar are final and no case will be entertained after the last dates of any activity.

7. STUDY CENTRE

The Study Centre/Unit to which you have been admitted will remain your Study Centre till you have cleared all courses within the maximum time allowed (3 years). No student would be permitted to change his/her Study Centre at any point of time. All the activities related to Counselling, Assignments and Term-End-Examination will be held at the Study Centre only. However, the CDOL, Jamia Millia Islamia may shift or close a Study Centre as or when required and the students of that particular centre may shift to other Study Centre.

8. INSTRUCTIONAL SYSTEM

The M.A. HRM Programme is conducted through Study Centres, where students are helped and guided by the Programme Coordinator and Counselors etc. The MA HRM Programme is based on the multimedia approach, which includes self-learning print material, audio/video programmes, assignments, and counselling sessions.

8.1 Print Material

The print material is in the form of self-explanatory course material for theory and assignments components of the programme. It is supplied to each student in the form of booklets divided in blocks. Normally each block consists of 4-6 units of print material. Exercises to check the progress of the learner are given at the end of units. These are only to help the learner to check their progress and need not be sent to the study centres for evaluation. The CDOL will provide you the Self-Learning Material at the time of admission.

8.2 Audio and Video Programmes

While the study material is complete in itself, these programmes will be of great benefit to the students as supplement to the print material. These are used during counselling sessions at the Study Centre.

9. EVALUATION SYSTEMS

9.1 Assignments

Assignment is a part of the continuous evaluation system. The submission of assignments is compulsory. Assignments of a course carry about 30% weight age while approximately 70% weight age is given to the Term-end Examination.

There is one assignment of 30 marks in each course. Whenever you receive a set of study material and assignments, check them immediately and ask for missing pages/books/assignments, if any, and contact the coordinator of your Study Centre. The assignments are designed in such a way as to help

you concentrate mainly on the printed course material. However if you have easy access to other books, you may make use of them. The assignments will be returned to you by the evaluators/counsellors with their comments and marks. The comments will guide you in your study and help you in improving your performance. The assignments will be changed every year, so that any candidates who failed to submit the assignment in the previous year are required to submit afresh assignments of the current year.

All the assignments related to the course/courses you are going to appear in the Term-end-examination must be submitted by the prescribed date in accordance with the Academic Calendar, which will be provided to you by your Programme/Study Centre. You are advised to submit the assignments on or before the due date. **In no case submission of assignments in a particular academic calendar will be allowed after the last date (with late fee) is over.**

For your own record, **retain a copy of all the assignment responses**, which you submit to the coordinator and also maintain an account of the corrected assignment responses received by you after the evaluation. If you do not get passing marks in any assignment, you have to submit it again. However, once you get the pass marks in an assignment, you cannot re-submit it for improvement of marks. 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 Programme/Study Centre so that the required correction can be made.

9.2 Points to remember while preparing assignments

The following points should be kept in mind while preparing the assignments:

- Make the answer concise and systematic. Always try to avoid irrelevant details and focus on the question and its various aspects.
- Take care of the word limit wherever specified in the assignments. At the same time make the descriptions adequate and not too short. The word limit is set to sharpen the focus of the response and not to restrict your expression.
- **You have to write your assignments in your own handwriting.** It should not be typed, printed, computerized or scan copy.
- Orientation to the assignments will be provided in the counseling sessions. You have to submit the assignment-responses to the unit or place fixed by Indian Air Force on or before the **last date of submission** mentioned in the Academic Calendar provided by the CDOL, Jamia Millia Islamia, New Delhi.
- Write your Registration Number correctly and don't overwrite particularly while you write your **details on cover page of the Assignment Booklet provided along with SLM.**
- Make sure that you answer the questions on the basis of the SLM (Blocks/Units) sent to you.
- Remember that any two or more answers to a particular assignment, if found to be identical or very similar, will either be returned unmarked or awarded very low marks. It is entirely the discretion of the evaluator to ask you to re-do the assignment or give very low marks in such cases.

9.3 How to Send the Completed Assignment-Responses

- ◆ The Assignment Responses (AR's) may be submitted by hand at your unit or a place fixed by Indian Air Force latest by the prescribed date in accordance with the Academic Calendar.
- ◆ It is compulsory to **send/submit complete assignment** of a year altogether in the Assignment **booklet** provided by Centre for Distance and Open Learning, Jamia Millia Islamia only.
- ◆ Write your **roll number, name, course title, course code** (all capital letters) and other relevant information at the appropriate place at the cover page of **booklet** only.
- ◆ The assignment-response should be complete in all respects. Incomplete responses will bring you poor marks. Do not send assignment responses in piece-meal, as they may never be put together in our offices.
- ◆ Please keep a copy of the assignment-responses that you submit. You may need this in case you have to resubmit it in a situation when it may be lost in evaluation or transit.

9.4 Term End (Annual) Examinations

As mentioned earlier, Term-End Examination is the major component of the evaluation system and it carries approximately 70% weight-age in the final result. You must fill your Term-End Examination form and send it to the **Centre for Distance and Open Learning, Jamia Millia Islamia, New Delhi-110025** before the last date mentioned in the Academic Calendar.

9.5 Examination Date Sheet

Examination Date Sheet (schedule which indicates the dates, time & venue of examination for each course) will be sent to all the Students/Study Centres approximately 10 days in advance.

9.6 Examination Forms

It is a pre-requisite to submit the examination forms for taking an examination in any course. The forms pertaining to Term-End Examination, Student's Admit Card and Record Card are available on the university website (i.e. <http://jmi.ac.in/cdol/forms>) as **Application Exam Form** 'Form A', **Admit Card** 'Form B' and **Record Card** 'Form C' respectively.

The filled-in examination form along with a self-addressed envelope of **Rs. 30** is to be submitted to the "**Hony. Director, CENTRE FOR DISTANCE AND OPEN LEARNING, JAMIA MILLIA ISLAMIA, JAMIA NAGAR, NEW DELHI 110025**". Write '**Examination Form**' on top of the envelope. The examination form should be submitted on or before the last date mentioned in the **Academic Calendar**.

After receiving the examination form from you, your admit card along with the Date Sheet will be sent 10 days before the commencement of examination. If you do not receive the admit card 10 days before the commencement of examination, you may contact your Study Centre. Even if you have not received the admit card or misplaced the admit card, you can take the examination by showing the proof of sending your examination form and your identity card to the examination centre

superintendent. You are advised to carefully write your Enrollment Number and Roll Number on the Answer Script. Any mistake in writing the Roll Number will result in non-declaration of your result.

9.7 Examination Centres

Examination Centre and date for Term-End-Examination will be decided by the Examination Branch, Jamia Millia Islamia and will be intimated in the Term-End-Examination Date Sheet of the respective programme.

While submitting your examination form for the Term End Examinations, it is your duty to check whether you are registered for the course and whether you are eligible to appear for that examination and have deposited the required fees or not. If you neglect this and take the examination without being eligible for it or without depositing the required fees, your result may be cancelled.

9.8 Instruction for the filling up the Term-End Examination Forms

1. Please attach a self-addressed post card, if acknowledgement is desired.
2. In case, more than one examination forms are received then only the last one will be considered.
3. Students are advised to fill-up the examination form without waiting for the result of the previous examination; if taken, and also retain the proof of its sending.
4. Students are advised to fill-up the examination form within the due date.
5. If you do not receive Examination intimation slip, please contact your Examination Centre/Study Centre, and if your name exists in the list of the registered candidates, you can take examination by showing your identity card.
6. Ordinarily the examination centre will be fixed and intimated to the students by the University. But the university has all the rights to change the examination centre if circumstances so require.
7. Examination Centre once changed cannot be reverted or changed again.
8. Only such candidates shall be eligible to appear at the examinations who have paid necessary programme fee.
9. You have to fill three separate examinations related forms in the first year. These three forms are Student Record Form, Application Form for appearing at the Exams and Admit Card. You won't have to fill Student Record Form in the subsequent years.
10. Please do not fill space for "Enrollment No." as this will be assigned to each student by the Controller of Examinations Office, Jamia Millia Islamia.
11. Please don't write anything in the columns with instruction "For office use only" at the backside of Student Record Form. Please write the last examination you passed in the column under programme and the year of passing under "Year". You have to attach an attested photocopy to support this information.
12. This examination form may also be requested before examinations by sending a self addressed envelope of the size 12 cm x 28 cm and having a postal stamp of Rs.30/- from the Centre for Distance and Open Learning. The completed Examination Forms should be submitted by hand at/or by post only to the Hony. Director, Centre for Distance and Open Learning, Jamia Millia Islamia, New Delhi – 110025, by the last date of submission specified.

10.0 Regulation Relating to Evaluation

10.1 Declaration of Result

To pass M.A. HRM (Distance Mode) examination, a candidate must obtain:

- (a) At least 40% marks in each Term-End Examination theory course.
- (b) At least 40% marks in each course Assignment separately.
- (c) An aggregate at least 40% marks based on all theory papers (courses) & assignments, to claim the degree of M.A. HRM.
- (d) If a student fails in any component of a course viz. theory and/or practical he/she will have to repeat the same component during the subsequent year(s) up to the maximum period 6 year allowed from the date of registration.

10.2 Division will be awarded in the following manner:

- (a) **Distinction** to those who obtain 75% marks or more in the aggregate.
- (b) **First Division** to those who obtain 60% marks or more in the aggregate.
- (c) **Second Division** to those who obtain less than 60% marks in the aggregate but not less than 50% marks.
- (d) **Third Division** to those who obtain less than 50% marks in the aggregate but not less than 40% marks.
- (e) Students who obtain less than 40% in the aggregate (spread over the whole programme) shall be declared **Failed**.

Grace Marks: A maximum of three (3) grace marks shall be given only to those students who by obtaining them are able to either pass the examination or improve to get a division. Only minimum grace marks as required shall be awarded. The grace marks shall not be counted in computing the %age or total aggregate.

10.3 Re-totaling of Answer Scripts

The marks of a student can be re-totaled on receiving an application from him/her on payment of the prescribed fee per paper. This fee will be refunded if the total is found to be incorrect. No application for re-totalling shall be entertained unless it is made within the specified number of days after the declaration of the result.

10.4 Re-Evaluation of Answer Scripts

- (i) Any student intending to apply for re-evaluation of answer scripts of any course of his/her written examination, may do so on the prescribed application form within 15 days from the date of issue of mark sheet.
- (ii) Re-evaluation of scripts will not be allowed in more than one third of the written papers of an annual examination.

- (iii) The original statement of marks issued to the candidate shall accompany each application for re-evaluation.
- (iv) Re-evaluation shall not be permitted in the case of practical examinations, viva voce, project examination, assignments/internal assessment, etc.
- (v) The candidate applying for re-evaluation shall be required to pay the prescribed fee per paper. No refund shall be made in any case except if marks increased more than 20% in a paper.
- (vi) Merit list, declared in the results of the respective examination, shall not be prejudiced owing to re-evaluation of scripts.
- (vii) If there will not be any change in the result of the examination due to re-evaluation of answer scripts, no examinee can complain in the court of law, nor any action can be initiated against the examiner concerned.
- (viii) If the award of the re-evaluator (second examiner) varies from the original award upto and including + 5% of the maximum marks secured earlier, the original award shall stand.
- (ix) If the award of the re-evaluator varies from the original award to more than + 20% of the maximum marks secured earlier, the answer script shall be sent to the second re-evaluator (third examiner).
- (x) The average of the marks awarded by the second and third examiner shall be final.
- (xi) Applications for re-evaluation of answer scripts only for annual examination shall be accepted.
- (xii) Answer scripts of those examinees that appeared for improvement of division or percentage of marks shall be final and shall not be re-evaluated.

Note: The University's general rules are eligible in this respect.

10.9. 5 Improvement of Result

A student will be allowed to appear in the examination for improving his/her result provided that:

- (a) The student has successfully completed all the requirements/clearance of all papers for the award of the M.A. HRM (Distance Mode) degree.
- (b) The student shall be given only one chance for improvement and that too in the successive (Term-end-Exams) following the declaration of his/her final year result.
- (c) The student shall be allowed improvement in a maximum of two-theory papers of the final year, excluding assignments.
- (d) Better of the two marks obtained by the student will be considered as final.
- (e) In case of students who apply for improvement but do not appear in desired paper(s), their previous marks in these paper(s) shall be counted.
- (f) The students will have to appear in the improvement examination on the basis of the current syllabus in the same paper. However if the paper is changed (title & contents) then the student would appear as per the old syllabus of the paper(s)

NOTE: The period after final year Exams till the examination for improvement will not be counted for the maximum time limit of six years.

11. GENERAL REGULATIONS

Late Fee, Re-Registration and Other Charges**Table: Late Fee and Other Charges applicable for MA. HRM (Distance Mode) students;**

S. No.	MA Human Recourse Management (Distance Mode)	Fees/Charges (Rs.)
2	Submission of Assignments with late fees up-to the maximum period of 4 weeks	100.00 (Per Assignment)
3	Submission of Assignments in the following years (In case of absence / fail)	200.00 (Per Assignment)
4	Submission of Term-end-Examination form with late fees up to 4 weeks.	250.00
5	Submission of Term-end-Examination form with late fees beyond 4 weeks up to the next 4 weeks	600.00
6	Reappearing in Term-End-Theory Examination (In case of absence/fail/improvement)	300.00 (Per Paper)
7	Re-Registration Fee*	4200.00
8	Provisional Certificate	50.00
9	Migration Certificate	50.00 (After Passing)
10	Migration Certificate	200.00 (Before Passing)
11	Duplicate Statement of Marks (Attach a copy of F.I.R.)	200.00
12	Duplicate Identity Cards (Attach a copy of F.I.R.)	200.00
13	Change of Address in ID Card	50.00
14	Re-evaluation of (current) Answer Script	300.00 (Per Course)

Note – * If a candidate fails to appear in any of the prescribed components of the programme within the stipulated period of 1 year and desires to continue the programme after the lapse of one year, he/she should re-register for the programme by depositing the above mentioned re-registration fee.

The Fee once paid will not be refunded or adjusted under any circumstances.

All the fees/charges wherever, applicable will be payable only in the form of **demand draft** drawn in favour of '**Jamia Millia Islamia**', payable at '**New Delhi**'.

All the aforesaid fees are subjected to revise during the academic year as per Jamia Millia Islamia rules.



CENTRE FOR DISTANCE AND OPEN LEARNING

Jamia Millia Islamia

Maulana Mohammed Ali Jauhar Marg, Jamia Nagar, New Delhi- 110065
<http://jmi.ac.in/cdol>