
READ THIS FIRST

This file is a **study reference** for learners of the IGNOU Master of Business Administration (Human Resource Management), programme code MBAHM, who are preparing the synopsis (project proposal) for the project course **MMPP-001**. It shows how the five synopsis parts named in the official MMPP-001 guidelines can be worked out for one Human Resource Management topic. It is **not** a synopsis for submission and must not be copied, signed or sent to IGNOU as your own work.

How this sample was built

Every heading below follows the synopsis components listed in "MMPP-001: Project Course, Guidelines for Submission of Synopsis and Project Report" (School of Management Studies, IGNOU), read in full on 26 September 2026: Introduction, Rationale, Objectives, Research Methodology (research design; nature and source of data; sample and sampling technique with the rationale of the chosen organisation and sample; tools and techniques with their relevance to the objectives; method of data collection; data handling, analysis and statistical tools with their relevance to the objectives) and Limitations. The HR course references come from the course outlines printed in the IGNOU MBA Student Handbook and Prospectus (March 2025).

What you must supply yourself

- Everything shown in [square brackets]: organisation, city, population size, sample size, work-arrangement categories, dates, and the studies you have actually read.
- Your own review of literature. This sample deliberately contains no findings from other studies, because findings are only valid when you have read the source.
- Your own questionnaire, adapted and piloted with your guide. Where an existing scale is used, cite it and check whether its authors require permission.

What goes in the envelope (official requirements)

- The "Proforma for Approval of Project Proposal (MMPP-001)", filled correctly and signed and dated by you and your supervisor. For an HR topic, the subject area option printed in the guidelines is "HRM & OB".

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- One copy of the synopsis. Keep a copy yourself.
 - The detailed bio-data of the guide, signed in original and dated. It is not required when the guide is an approved academic counsellor of the Management Programme.
 - Address it to the Regional Director of your own Regional Centre and write "MMPP-001" prominently on the envelope. Some Regional Centres also accept the synopsis in person or by e-mail; check your Regional Centre's current notice.

The guidelines state that a synopsis without the duly signed (original signature) bio-data and proforma will not be entertained, and that the approval decision is communicated in writing within two to three months of receipt. The approval is decided by IGNOU's evaluator; neither this sample nor any service can promise it.

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PROJECT PROPOSAL (SYNOPSIS)

MMPP-001: Project Course

**A Study of Role Clarity among Employees under Hybrid Work
Arrangements in [Name of Organisation], [City]**

Field	Entry
Programme	Master of Business Administration (Human Resource Management), MBAHM
Subject area (as on the proforma)	HRM & OB
Name of the student	[Your name]
Enrolment No.	[Your enrolment number]
Regional Centre / Study Centre	[Regional Centre] / [Study Centre code]
Name of the guide	[Guide's name, designation]
Month and year	[Month Year]

1. Introduction

Many organisations now let employees divide their working week between the office and another location. Such hybrid arrangements change how employees receive instructions, feedback and information about priorities. Role clarity, meaning the extent to which an employee understands what is expected in the role, how performance will be judged and whose instructions take precedence, is a long-standing theme in the study of organisational roles (Kahn et al., 1964; Rizzo, House and Lirtzman, 1970).

This proposal plans a study of how employees of [Name of Organisation], [City], who work under hybrid arrangements perceive the clarity of their roles, and how the organisation communicates roles and expectations to them. [Add two or three sentences on the organisation: sector, size band, when and how hybrid working was introduced, using information you can verify.]

The topic draws on the MBA Human Resource Management courses MMPH-006 Organisational Dynamics (Block II, Unit 5: The Concept and Systems of Roles; Unit 6: Changing Patterns of Roles in Work Life) and MMPH-001 Organisational Theory and Design (Block IV, Unit 8: Approaches to Job Design; Unit 9: Emerging Trends at Work), and on the research methods taught in MMPC-015 Research Methodology for Management Decisions.

2. Rationale

[Explain in your own words why this topic matters for this organisation and for HR practice. For example: the organisation adopted hybrid working in [year]; its HR department wants to know whether employees working fewer days in the office receive enough direction; there is little documented evidence about [sector] organisations in [city].]

The study is feasible because [state your access: you work in the organisation, or HR has agreed in principle to allow a survey]. It fits the MMPP-001 guideline that the topic should preferably come from the learner's area of specialisation.

3. Objectives of the Study

The objectives are written neutrally, without assuming what the findings will be, as the MMPP-001 guidelines require. The objectives of this study are:

- To study the level of role clarity reported by employees working under hybrid arrangements in [Name of Organisation].
- To analyse whether reported role clarity differs across the office-attendance patterns followed by employees.
- To explore the practices the organisation uses to communicate roles, expectations and priorities to hybrid employees.
- To investigate the association between selected employee characteristics (department and length of service) and reported role clarity.

4. Research Methodology

4.1 Research design

A descriptive field study (empirical study) using a cross-sectional survey of employees, supported by a short structured interview with [one or two] HR officials for Objective 3. A field study is one of the three study types permitted by the MMPP-001 guidelines.

4.2 Nature and source of data

- Primary data: a structured questionnaire administered to employees; an interview schedule for HR officials.
- Secondary data: the organisation's written hybrid-work or remote-work policy, induction material and role descriptions, [if HR permits access]; the MMPH-006 and MMPH-001 course material; books and journal articles you have read.

4.3 Universe, sample and sampling technique

Universe: all [N] employees of [Name of Organisation], [City] who work under a hybrid arrangement on [date]. Sample: [n] employees. Technique: stratified random sampling, with strata formed by [department] so that each department is represented in proportion to its size. [Show how you arrived at n and how many respondents come from each stratum.]

Rationale of the organisation and sample: [Name of Organisation] has had a hybrid arrangement since [year], covers several departments with different attendance patterns, and has agreed to allow data collection [attach or mention the permission]. Stratification prevents the sample from being dominated by one department.

4.4 Tools and techniques of data collection

- Part A of the questionnaire: respondent profile (department, length-of-service band, office-attendance pattern in categories such as [1 day], [2 to 3 days], [4 days or more] per week).
- Part B: role clarity items rated on a five-point agreement scale. [Adapt items from an established role clarity or role ambiguity scale, for example Rizzo, House and Lirtzman (1970); cite the source and check whether permission is needed.]
- Part C: two open questions on how priorities and changes in expectations reach the respondent.
- Interview schedule for HR officials: [6 to 8] questions on how roles, targets and changes are communicated to hybrid employees.
- Pilot: the questionnaire will be tried on [10 to 15] employees who are not in the final sample, and revised with the guide. Reliability of Part B will be checked (for example with Cronbach's alpha) and reported in the project report, since the MMPP-001 report structure asks for the reliability and validity of the tools used.

4.5 Method of data collection

[Online form / printed questionnaire] circulated through [HR department / department heads] between [dates], with participation voluntary and responses anonymous; interviews in person or by video call, with notes taken with consent.

4.6 Data handling, analysis and statistical tools

Responses will be coded and entered in [MS Excel / SPSS]. The table below links each objective to its data and statistical tool, as the guidelines ask for the relevance of the statistical tools to the objectives. Non-parametric tests are listed because agreement-scale

data are ordinal; the final choice will be confirmed with the guide after the pilot.

Objective	Data used	Statistical tool
1. Level of role clarity	Part B item scores	Frequencies, percentages, mean, standard deviation
2. Differences across attendance patterns	Part B score by Part A pattern	Kruskal-Wallis H test (Mann-Whitney U if two groups)
3. Communication practices	Part C answers; HR interviews; policy documents	Content analysis into themes
4. Association with department and service	Part A categories and Part B score bands	Chi-square test of independence

Null hypotheses (for Objectives 2 and 4, where relationships are tested): H01: There is no significant difference in reported role clarity across the office-attendance patterns. H02: There is no significant association between department and role clarity band. H03: There is no significant association between length of service and role clarity band. Hypotheses are not one of the five parts listed in the guidelines; include them only if your guide agrees they suit the design.

5. Limitations of the Proposed Study

- The study covers one organisation in one city, so the results describe that organisation and cannot be generalised to all hybrid workplaces.
- Role clarity is measured through self-reported perceptions at one point in time.
- Responses may be influenced by the respondent's current workload or recent changes in the team. [Add any access or time limitation specific to your case.]

6. Tentative Chapter Plan of the Report

Following the structure given in the MMPP-001 guidelines: Introduction and Review of Literature (with brief details of the organisation); Research Methodology (including tools, their reliability and validity, and statistical tools); Results and Discussion; Summary and Conclusion; Recommendations; Limitations and Directions for Further Research; References or Bibliography; Annexures (questionnaire and interview schedule).

References

Indira Gandhi National Open University, School of Management Studies. (n.d.).
MMPP-001: Project course, guidelines for submission of synopsis and project report.
IGNOU.

Indira Gandhi National Open University, School of Management Studies. (2025). *Student handbook and prospectus: Master of Business Administration* (March 2025). IGNOU.

Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., and Rosenthal, R. A. (1964).
Organizational stress: Studies in role conflict and ambiguity. Wiley.

Rizzo, J. R., House, R. J., and Lirtzman, S. I. (1970). Role conflict and ambiguity in
complex organizations. *Administrative Science Quarterly*, 15(2), 150-163.

[Add only the books and articles you have actually read. The MMPP-001 guidelines ask for
a reference list but do not name a referencing style; use one style consistently.]

Reminder: this is a study reference. Write your own synopsis on your own approved topic, with your
own guide, and enclose the signed proforma and bio-data.