PROJECT PROPOSAL (SYNOPSIS)

MMPP-001 Project Course | Master of Business Administration [programme code, for example MBA or MBAHM]

Perceived Flexibility of Hybrid Work and Work Engagement among Employees of [Two IT-Enabled Services Firms] in [City]

Subject area on the proforma: HRM and OB | Project type: field study (empirical)

Proforma detail	Fill in your own
Name of the student	[Your name as on the IGNOU ID card]
Enrolment No.	[Your current enrolment number]
Study Centre / Regional Centre	[Code] / [Regional Centre]
Name and address of the guide	[Guide, designation, official address]
Month and year	[Month Year]

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Read this first

This file is a **sample for study reference**. It shows how an MMPP-001 synopsis can be organised around a measured design, so that every objective is answered by a named tool and a named statistic. It is not a synopsis you can post. Every place, firm, number and study of your own is left in [square brackets]. Your synopsis must be your own work, prepared with your guide.

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What the MMPP-001 guidelines ask the synopsis to contain: (i) introduction, (ii) rationale, (iii) objectives, (iv) research methodology, and (v) limitations, if any. Under methodology they list six items: research design; nature and source of data; sample and sampling technique with the rationale of the chosen organisation and sample; tools and their relevance to the objectives; method of data collection; and data handling and analysis, with the relevance of each statistical tool to the objectives. This sample follows that order.

What travels with your synopsis: the Proforma for Approval of Project Proposal (MMPP-001), signed and dated by you and your guide, one copy of the proposal (synopsis), and the guide's detailed bio-data signed in original (not needed when the guide is an approved academic counsellor). Approval is decided by IGNOU's evaluator, never by this file or by us.

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1. Introduction

Hybrid work, in which employees divide the week between home and the office, has become common for desk-based roles in IT-enabled services. A randomised trial of 1,612 employees at a Chinese technology company in 2021 and 2022 found that two days a week of working from home raised job satisfaction, cut quit rates by about one third and left performance reviews unchanged over the next two years (Bloom, Han and Liang, 2024).

Work engagement is a positive, fulfilling work-related state described by vigour, dedication and absorption (Schaufeli, Bakker and Salanova, 2006). Kahn (1990) described engagement as employees bringing their physical, cognitive and emotional selves into their roles. The job demands-resources model treats job resources, such as autonomy over when and where work is done, as a source of engagement (Bakker and Demerouti, 2007). Perceived job flexibility, the employee's own sense of control over the timing and location of work, was linked with better work and family balance in a survey of 6,451 employees (Hill, Hawkins, Ferris and Weitzman, 2001).

[Add three to five recent Indian studies that you have read yourself on hybrid work, flexibility or engagement in Indian services firms, with full references. Do not cite a study you have not opened.]

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2. Rationale of the Study

Firms in [city] that adopted hybrid schedules after 2020 now set different rules on office days. Whether employees *perceive* their schedules as flexible, and whether that perception goes with higher engagement, is a question the firms' own policies do not answer. [State in two or three sentences why this question matters to the two firms you have access to, and why you, as an MBA (HRM) learner, can study it within the MMPP-001 time limits.]

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3. Objectives of the Study

The MMPP-001 guidelines ask for objectives stated clearly and precisely (they "may be clearly stated in behavioural terms") and expressed in a neutral manner, without any implicit assumption about the findings. They give four sample stems: "To study", "To explore", "To analyse the factors affecting" and "To investigate the influence". The objectives below use those stems.

(a) To study the extent of perceived flexibility in the timing and location of work among employees of [Firm A] and [Firm B].

(b) To explore the level of work engagement, in its vigour, dedication and absorption dimensions, among these employees.

(c) To analyse the factors affecting perceived flexibility, namely role, length of service, commuting time and the number of days worked from home.

(d) To investigate the influence of perceived flexibility on work engagement.

Hypotheses (optional). The MMPP-001 guidelines list no separate hypotheses part. If your guide asks for them, write them in null form, for example H01: there is no significant relationship between perceived flexibility and work engagement; H02: there is no significant difference in work engagement between employees working [x] days from home and employees working fully on site.

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4. Research Methodology

4.1 Research design

A descriptive and correlational field study, cross-sectional, using a structured questionnaire administered once to employees of two firms. This is the "field study (empirical study)" type named in the MMPP-001 guidelines.

4.2 Nature and source of data

Primary data from employees through the questionnaire. Secondary sources: the firms' published hybrid-work or leave policies [only if public or released to you in writing] and the literature in the reference list.

4.3 Sample and sampling technique, with rationale

Population: [N] employees in [functions] of [Firm A] and [Firm B], [city]. Sampling frame: [the employee list made available by HR with written permission, or state honestly that no list was available]. Technique: [stratified random sampling by department, or convenience sampling if no frame exists, stated as a limitation]. Sample size: [n]. A common planning formula is $n_0 = z^2 p(1 - p) / e^2$, which gives 384 at 95 per cent confidence ($z = 1.96$), $p = 0.5$ and a margin $e = 0.05$, corrected for a finite population as $n = n_0 / [1 + (n_0 - 1) / N]$ (Cochran, 1977). IGNOU sets no sample size; agree yours with your guide. Rationale for the firms: [why these two firms, and your access to them].

4.4 Tools and their relevance to the objectives

Part A, profile: role, length of service, commuting time, days worked from home. Part B, perceived flexibility: [six] statements on a five-point agreement scale (5 = strongly agree to 1 = strongly disagree), drafted by you with your guide on the idea of flexibility in the timing and location of work (Hill et al., 2001); one statement worded negatively and reverse-coded. Part C, work engagement: the nine-item Utrecht Work Engagement Scale (UWES-9), answered on its own 0 to 6 frequency scale (Schaufeli, Bakker and Salanova, 2006). Its authors allow free use for non-commercial academic research and ask users to share some data with them; read their conditions before you use it. A pilot with [20 to 30] employees will test wording, and Cronbach's alpha (Cronbach, 1951) will be reported for Parts B and C.

4.5 Method of data collection

[Online form or paper copies], with written permission from each firm, informed consent from each respondent, no names recorded and the data used only for this project.

4.6 Data handling and analysis, and the relevance of each statistic

Responses will be coded in [Excel or SPSS] using a codebook. The table shows which statistic answers which objective.

Objective	Questionnaire part	Statistic	Why it fits
(a) extent of perceived flexibility	Part B	Frequencies, percentages, weighted mean per statement	Describes the level on each statement

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Objective	Questionnaire part	Statistic	Why it fits
(b) level of engagement	Part C (UWES-9)	Mean and standard deviation per dimension	Summarises vigour, dedication and absorption
(c) factors affecting flexibility	Parts A and B	Cross-tabulation with chi-square; one-way ANOVA	Compares groups by role, service, commute, days at home
(d) influence on engagement	Parts B and C	Pearson or Spearman correlation; simple regression	Tests the association named in the objective

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5. Limitations of the Proposed Study

The study covers two firms in one city, so its findings describe those firms only. Perceptions are self-reported at one point in time. [If convenience sampling is used, say so here.] The flexibility statements are new and are tested only through the pilot and the guide's review.

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Proposed chapters of the report (optional)

Following the report structure in the MMPP-001 guidelines: 1 Introduction and review of literature, with the firms; 2 Research methodology, including the reliability and validity of the tools; 3 Results and discussion, in tables and graphs with interpretation; 4 Summary and conclusion; 5 Recommendations; 6 Limitations and directions for further research; references; annexures, including a blank copy of the questionnaire.

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References

Bakker, A. B., and Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, *22*(3), 309-328.

Bloom, N., Han, R., and Liang, J. (2024). Hybrid working from home improves retention without damaging performance. *Nature, 630*, 920-925. https://doi.org/10.1038/s41586-024-07500-2

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Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.

Schaufeli, W. B., Bakker, A. B., and Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement, 66*(4), 701-716. https://doi.org/10.1177/0013164405282471

[Your Indian studies, in the same format.]

MMPP-001 sets no referencing style; use one consistent format for every source you cite. APA is shown here.

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