

SCOPE

Bangalore

In collaboration with

Karnataka State Open University

Mysore, Karnataka – 570006

Course Structure & Syllabus

For

Master Of Commerce

(M.Com)

COURSE STRUCTURE

(FINAL)

Second Year:

| Code | Course Title | Credits |
|-------------|--------------------------|----------------|
| MCO21 | Financial Management | 7 |
| MCO22 | Industrial Relations | 7 |
| MCO23 | Labour Legislation | 7 |
| MCO24 | Training and Development | 7 |
| MCO25 | Organisational Behaviour | 7 |

SYLLABUS (FINAL)

Second Year

MCO21: Financial Management

BLOCK 1:

Unit 1: Corporate Objectives

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Profit maximization decision criterion
- 1.3 Limitations of profit maximization criterion
 - 1.3.1 Ambiguities
 - 1.3.2 Timing of benefits
 - 1.3.3 Quality of benefits
- 1.4 Wealth maximization criterion
- 1.5 Elements of wealth maximization
 - 1.5.1 Increase in profits
 - 1.5.2 Reduction in cost
 - 1.5.3 Sources of funds
 - 1.5.4 Minimum risks
 - 1.5.5 Long run value
- 1.6 Advantages of wealth maximization
- 1.7 Criticisms of wealth maximization objective
- 1.8 Separation of ownership & management
- 1.9 Let us sum up
- 1.10 Key words
- 1.11 Terminal Questions
- 1.12 Reference books

Unit 2: Key activities of Financial Management

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Financial Function
 - 2.2.1 Design function
 - 2.2.2 Supply function
 - 2.2.3 Production function
 - 2.2.4 Distribution function
 - 2.2.5 Personnel function
- 2.3 Functions of financial management modes of classification –based on
 - 2.3.1 Liquidity
 - 2.3.2 Profitability
 - 2.3.3 Management
- 2.4 Functional areas of
 - 2.4.1 Determining financial needs
 - 2.4.2 Determining sources of funds
 - 2.4.3 Financial analysis
 - 2.4.4 Optimal capital structure
 - 2.4.5 Cost-Volume-Profit analysis
 - 2.4.6 Profit planning & control
 - 2.4.7 Fixed assets management
 - 2.4.8 Project planning & evaluation
 - 2.4.9 Capital budgeting
 - 2.4.10 Working capital management
 - 2.4.11 Dividend policies
 - 2.4.12 Acquisitions & Mergers
 - 2.4.13 Corporate taxation
- 2.5 Key activities of financial management
 - 2.5.1 Financial analysis, planning & control
 - 2.5.2 Management of firms asset structure
 - 2.5.3 Management of firms financial structure

- 2.6 Sub activities of financial analysis, planning & control
 - 2.6.1 Assessing the financial performance & condition
 - 2.6.2 Forecasting & planning the financial future of the firm
 - 2.6.3 Estimating the financing needs of the firm
 - 2.6.4 Instituting corporate system of control
- 2.7 Let us sum up
- 2.8 Key words
- 2.9 Terminal Questions
- 2.10 Reference Books

Unit 3: Management of Firms Asset Structure and Financial Structure

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Management of firms asset structure
 - 3.2.1 Determining capital budget
 - 3.2.2 Managing the liquid resources
 - 3.2.3 Establishing the credit policy
 - 3.2.4 Controlling the level of inventories
- 3.3 Management of firms financial structure
 - 3.3.1 Establishing debt-equity ratio or financial leverage
 - 3.3.2 Determining the dividend policy
 - 3.3.3 Choosing the specific instrument of financing
 - 3.3.4 Negotiating & developing relationships with various suppliers of capital
- 3.4 Let us sum up
- 3.5 Terminal Questions
- 3.6 Reference Books

BLOCK 2:

Unit 1: Basic of Capital Budgeting

- 1.0 Objectives
- 1.1 Introductions
- 1.2 Definitions of capital budgeting
- 1.3 Need and Importance
 - 1.3.1 Heavy Investment
 - 1.3.2 Permanent Commitment of funds
 - 1.3.3 Long term impact on profitability
 - 1.3.4 Complication of investment decisions
 - 1.3.5 Wealth maximization to share holders
- 1.4 Generating ideas for capital projects
- 1.5 Types of capital budgeting projects
- 1.6 Projects classifications
- 1.7 Types of capital budgeting decisions
- 1.8 Steps in capital budgeting
- 1.9 Limitations of accounting profit criteria
- 1.10 Estimating cash flows
- 1.11 Determination of relevant cash flows
- 1.12 Let us sum up
- 1.13 Technical questions
- 1.14 Reference books

Unit 2: Methods of capital Budgeting

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Techniques of capital budgeting
- 2.3 Pay back methods
- 2.4 Computation of pay back period
- 2.5 Suitability of the methods
- 2.6 Merit of the method
- 2.7 Limitations of pay back period

- 2.8 Modifications of pay back methods
- 2.9 Merits of Accounting rate of return method
- 2.10 Accounting rate of return method
- 2.11 Net present value method
- 2.12 Steps involved in NPV method
- 2.13 Internal rate of return methods
- 2.14 Steps involved in NPV methods
- 2.15 Comparison of NPV and IRR methods
- 2.16 Multiple internal rate of returns
- 2.17 Profitability, index
- 2.18 Project selections under capital rationing
- 2.19 Reinvestment rate assumption
- 2.20 Summary
- 2.21 Terminal Questions
- 2.22 Reference books

Unit 3: Risk Analysis in capital Budgeting

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Types and sources of risks
- 3.3 The problem of project risk –sensitivity analysis
- 3.4 Expectation and measurement of dispersion
- 3.5 Some solved problems
- 3.6 Summary
- 3.7 Terminal Questions
- 3.8 Books for reference

Unit 4: Risk Evaluation approach

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Risk adjusted discount rate approach
- 4.3 Certainly equivalent approach

- 4.4 Probability distribution approach
- 4.5 Normal probability distribution
- 4.6 Decision tree approach
- 4.7 Let us sum up
- 4.8 Terminal questions
- 4.9 Reference Books

BLOCK 3:

Unit 1: Efficient portfolios

- 1.0 Objectives
- 1.1 Portfolios-risks & returns –Introductions
 - 1.1.1 Brief definitions of return and variance / standard deviation
 - 1.1.2 Portfolio returns and variances
- 1.2 The efficient frontier
 - 1.2.1 Identification of efficient portfolios
 - 1.2.2 Harrymarkowitz’s Mean-variance model
- 1.3 Expected Utility
 - 1.3.1 Approximating an Investors Utility Functions
 - 1.3.2 Negative Exponential Utility Functions
 - 1.3.3 Inferring Investor Risk Tolerance
 - 1.3.4 Risk Tolerance and risk
- 1.4 Criticisms of the mean-variance efficiency paradigm
- 1.5 Let us sum up
- 1.6 Terminal questions
- 1.7 References

Unit 2: The Capital Asset Pricing Model (CAMP)

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Investment implications
- 2.3 Is the CAPM true?
- 2.4 Portfolio Risk

- 2.5 The utility of the CAPM
- 2.6 A model of expected Returns
 - 2.6.1 The security market line
 - 2.6.2 Expectations Vs Realizations
 - 2.6.3 How do you estimate B?
 - 2.6.4 Assessing the CAPM
 - 2.6.5 How does CAPM work?
- 2.7 Let us sum up
- 2.8 Questions for self study
- 2.9 References

Unit 3: Capital market efficiency – Indian Capital market and stock markets

- 3.0 Objectives
- 3.1 Introductions
- 3.2 Capital market efficiency
 - 3.2.1 Weak form efficiency
 - 3.2.2 Semi-strong form efficiency
 - 3.2.3 Strong form efficiency
 - 3.2.4 Conclusion
- 3.3 Indian capital markets & stock markets
 - 3.3.1 Evolution
 - 3.3.2 Indian stock exchange-An Umbrella growth
 - 3.3.3 Overview of Indian capital market
 - 3.3.4 Primary securities market
 - 3.3.5 Major stock exchanges in India
- 3.4 Regulatory frame work for Indian capital & stock market
 - 3.4.1 SEBI as the regulator
 - 3.4.2 Regularity regime
- 3.5 Let us sum up
- 3.6 Terminal questions
- 3.7 References

Unit 4: Stock Exchanges in India, Developments and Operations new issues market

- 4.0 Objectives
- 4.1 Introduction
 - 4.1.1 Historical developments
 - 4.1.2 Other leading cities in stock market operations
 - 4.1.3 Indian stock exchanges-an-umbrella growth
 - 4.1.4 Post independence scenario
 - 4.1.5 Growth pattern of Indian stock market
 - 4.1.6 Trading pattern of the Indian stock market
 - 4.1.7 The BSE
 - 4.1.8 Over the counter exchange of India (OTCEL)
 - 4.1.9 National Stock Exchange (NSE)
- 4.2 Operations of the stock exchange
 - 4.2.1 Listing of securities
 - 4.2.2 Safety of the market
 - 4.2.3 Transfer of ownership
 - 4.2.4 Brokerage and other Transaction costs
 - 4.2.5 Opportunities available for foreign investors
 - 4.2.6 Investors protect on fund
 - 4.2.7 Redressal of Investor, Grievance and Arbitration procedure
 - 4.2.8 Inspection of the Brokers Books
 - 4.2.9 Trading
 - 4.2.10 Settlement
 - 4.2.11 Rectification of Bad Delivery
- 4.3 New issue market
 - 4.3.1 Significance of securities market, especially the New issues market in Indian Economics
 - 4.3.2 Performance of New Issues in the Indian Market
- 4.4 Let us sum up
- 4.5 Questions for review
- 4.6 References

BLOCK 4:

Unit 1: Introduction to Cost of Capital

- 1.0 Objectives
- 1.1 Introduction
- 1.3 Meaning of Cost of Capital
- 1.4 Cost of Equity Share Capital
- 1.5 Cost of Preference Share Capital
- 1.6 Cost of Debt Capital
- 1.7 Cost of Retained Earnings
- 1.8 Weighted Average Cost of Capital
- 1.9 Let us Sum Up
- 1.10 Terminal Questions

Unit 2: Capital Structure Decisions

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Assumptions of Capital Structure Theories
- 2.3 Net Income Approach
- 2.4 Net operating Income Approach
- 2.5 Traditional Approach
- 2.6 Modigliani- Miller (MM) Approach
- 2.7 Let Us Sum Up
- 2.8 Terminal Questions
- 2.9 Books for Reference

BLOCK 5:

Unit 1: Dividend Policy Decision- An Introduction

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Meaning of dividend
- 1.3 Determinants of dividend policy
- 1.4 Patterns of dividend Policies

- 1.5 Forms of dividend
- 1.6 Legal and procedural aspects relating to declaration of dividend
- 1.7 Dividend policies in practice
- 1.8 Let us sum up
- 1.9 Terminal questions
- 1.10 Books for further reference

Unit 2: Dividend Theories

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Irrelevance theory of Dividend
 - 2.2.1 Modigliani and Miller's Dividend Theory
- 2.3 Relevance Theory of Dividend
 - 2.3.1 Walter Theory of Dividend
 - 2.3.2 Gordon theory of Dividend
- 2.4 Let us sum up
- 2.5 Terminal Questions

BLOCK 6:

Unit 1: Principals of working capital

- 1.0 Objectives
- 1.1 Introduction
- 1.2 concepts of working capital
 - 1.2.1 Gross working capital
 - 1.2.2 Net working capital
- 1.3 Factors determining working capital
- 1.4 Operating system: investment in current assests
- 1.5 Permanent variable working capital
- 1.6 Balanced working capital position
- 1.7 Current assets to fixed assets ratio
- 1.8 Risk return trading
- 1.9 Estimating working capital needs

- 1.10 Financing current assets & financing mix
 - 1.10.1 Matching approach
 - 1.10.2 Conservative approach
 - 1.10.3 Aggressive approach
- 1.11 Risk return trade off
- 1.12 Summary
- 1.13 Problems & conditions
- 1.14 Terminal questions
- 1.15 Books for reference

Unit 2: Accounts receivables management

- 2.0 Objectives
- 2.1 Introduction
- 2.2 The nature of credit polices
- 2.3 Credit evaluation
 - 2.3.1 Traditional credit analysis
 - 2.3.2 Sequential credit analysis
 - 2.3.3 Numerical credit scoring
 - 2.3.4 Discriminate analysis
- 2.4 Credit evaluation and individual accounts
 - 2.4.1 Credit information
 - 2.4.2 Credit investigation and analysis
 - 2.4.3 Credit limit
- 2.5 Evaluating management of receivables
- 2.6 Factoring
 - 2.6.1 Types of factoring
 - 2.6.2 Costs & benefits of factoring
- 2.7 Problems & solutions
- 2.8 Summary
- 2.9 Terminal Questions
- 2.10 Books for reference

Unit 3: Inventory management

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Importance of inventory management
- 3.3 Costs of holding inventory
- 3.4 Benefits of holding inventory
- 3.5 Techniques of inventory management
 - 3.5.1 ABC system of classification
 - 3.5.2 Economics order quality
- 3.6 Limitations of EOQ model
- 3.7 Order point problem
- 3.8 Safety stock
- 3.9 Solved problems
- 3.10 Summary
- 3.11 Terminal questions
- 3.12 Books for reference

Unit 4: Management of cash and marketable Securities

- 4.0 Objectives
- 4.1 Introduction
 - 4.2.1 Transaction Motive
 - 4.2.2 Precautionary Motive
 - 4.2.3 Speculative Motive
 - 4.2.4 Compensating Motive
- 4.3 Objective of Cash Management
- 4.4 Factors determining cash needs
- 4.5 Determining Cash Needs
 - 4.5.1 Baumols Model
 - 4.5.2 Miller-Orr Model
 - 4.5.3 Orglers Model
- 4.6 Cash Budget
- 4.7 Strategies of Cash Management
- 4.8 Cash Management Techniques

- 4.9 Marketable Securities
- 4.10 Marketable Security Alternatives
- 4.11 Problems and Solutions
- 4.12 Summary
- 4.13 Terminal Questions
- 4.14 Books for Reference

MCO22: Industrial Relations

Block 1:

Unit 1: Meaning, Importance and I.R. Scenario in India

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Meaning and Definition
- 1.3 Characteristics of industrial Relations
- 1.4 Objectives of Industrial Relations
- 1.5 Importance of Industrial Relations
- 1.6 Industrial Relations Scenario India
- 1.7 Let us sum up
- 1.8 Terminal Questions
- 1.9 Books for reference

Unit 2: Industrial Relationship

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Factors influencing Relations or Determinants
- 2.3 Parties of Industrial Relations
- 2.4 Industrial peace or Harmonious I.R.
- 2.5 Causes for Poor Industrial Relations
- 2.6 Conditions for Congenial Industrial Relations
- 2.7 Dunlop's Approach to Industrial Relations
- 2.8 Let us Sum up
- 2.9 Terminal Questions
- 2.10 Books for reference

Unit 3: Labour Administration and Labor policy

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Labour Policy
- 3.3 Tripartite consultations or Tripartite Labour machinery
 - 3.3.1 Indian Labour conference
 - 3.3.2 Industrial Committees
 - 3.3.3 Committee on conventions
 - 3.3.4 Steering Committee on wages
- 3.4 Labour Administration in India
 - 3.4.1 Historical background
 - 3.4.2 Administrative machinery at the National and State level
- 3.5 Let us sum up
- 3.6 Terminal Questions
- 3.7 Books for reference

BLOCK 2:

Unit 1: Industrial Disputes

- 1.1 Objectives
- 1.2 Introduction
- 1.3 Meaning of Industrial Dispute
- 1.4 History of Industrial Dispute
- 1.5 Causes of Industrial Dispute
- 1.6 Consequences of Industrial Dispute
- 1.7 Methods of reducing of Industrial Dispute
- 1.8 Let us Sum up
- 1.9 Terminal Questions
- 1.10 Reference books

Unit 2: Forms of Industrial Disputes

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Measures to control Industrial Dispute
- 2.4 Forms of Industrial Disputes- Strike
- 2.5 Lockout
- 2.6 Let us sum up
- 2.7 Terminal Questions
- 2.8 Reference Books

Unit 3: Settlement of Industrial Disputes

- 3.1 Objectives
- 3.2 Introduction
- 3.3 Methods of settlement
- 3.4 Voluntary and compulsory conciliation
 - 3.4.1 Drafting agreement
- 3.5 Arbitration
- 3.6 Procedure or arbitration
- 3.7 National Arbitration promotion Board
- 3.8 Evaluation of working of Voluntary arbitration
- 3.9 Adjudication
- 3.10 Model principle for reference of disputes to adjudication
- 3.11 Let us sum up
- 3.12 Terminal Questions
- 3.13 References

BLOCK 3:

Unit 1: Meaning- Objectives, methods

- 1.1 Objectives
- 1.2 Introduction
- 1.3 What is Collective Bargaining
- 1.4 Role of Collective Bargaining

- 1.5 Essential prerequisites of Collective Bargaining
- 1.6 Forms of Collective Bargaining
- 1.7 Bargaining Theories
- 1.8 Let us Sum Up
- 1.9 Terminal Questions
- 1.10 Reference books

Unit 2: Functions of collective Bargaining and Negotiation process

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Conditions for the success of collective Bargaining
- 2.4 Functions of collective Bargaining
 - 2.4.1 Methods of effecting social change
 - 2.4.2 Serves as a peace treaty
 - 2.4.3 Creates system of Industrial Jurisprudence
- 2.5 Approaches to Collective Bargaining
 - 2.5.1 Principles for both unions & management
 - 2.5.2 Principles for management
 - 2.5.3 Principles for unions
- 2.6 Developing a bargaining relationship
- 2.7 Process of negotiation
- 2.8 Procedure adopted in negotiation
- 2.9 Collective bargaining contract
- 2.10 Let us sum up
- 2.11 Terminal Questions
- 2.12 Reference books

Unit 3: Collective Bargaining in India

- 3.1 Objectives
- 3.2 Introduction
- 3.3 History of Collective Bargaining in India
- 3.4 Specific and Comprehensive agreements

- 3.5 Types of agreements
 - 3.5.1 at plant level
 - 3.5.2 at the industry level
 - 3.5.3 at National level
- 3.6 Scope of agreements
- 3.7 Problems of multiple unions
- 3.8 Analysis of collective Bargaining in India
- 3.9 Collective Bargaining in public enterprises
- 3.10 Recommendations of National Commission on Labour
- 3.11 Other suggestions
- 3.12 Let us sum up
- 3.13 Terminal questions
- 3.14 Reference books

BLOCK 4:

Unit 1: Trade Unionism

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Meaning and Definition
- 1.3 Characteristic features
- 1.4 Functions of trade unions
- 1.5 Why do workers join trade unions
- 1.6 Growth of trade unionism or trade union movement in India
- 1.7 Profile of major trade union organizations
- 1.8 Let us sum up
- 1.9 Terminal Questions
- 1.10 Books for reference

Unit 2: Theories and structure of trade Unions

- 2.0 Objectives
- 2.1 Introductions
- 2.3 Theories of trade union

- 2.4 Let us sum up
- 2.5 Terminal Questions
- 2.6 Books for reference

Unit 3: Problems of trade Unions

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Problems of TUs
- 3.3 Suggestions to improve the conditions of TUs
- 3.4 Let us sum up
- 3.5 Terminal questions
- 3.6 Books for reference

Unit 4: Trade Unions 1926

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Objects of the Act
- 4.3 Provisions of the Act
 - 4.3.1 Provision relating to Registration and cancellation
 - 4.3.2 Duties and responsibilities of unions
 - 4.3.3 Rights and privileges of registered unions
 - 4.3.4 Amalgamation and Dissolution
 - 4.3.5 Submission of returns
 - 4.3.6 Fines and penalties
 - 4.3.7 Power to make regulations
- 4.4 Let us Sum Up
- 4.5 Terminal Questions
- 4.6 Books for reference

BLOCK 5:

Unit 1: Workers' Participation in Management

- 1.0 Objective
- 1.1 Introduction
- 1.3 Concept, origin and growth of worker's participation
- 1.4 Meaning and Definition
- 1.5 Objectives of workers' participation in management
- 1.6 Forms of participation
- 1.7 Levels of participation
- 1.8 Let us Sum up
- 1.9 Key words
- 1.10 Self Study Questions
- 1.11 Self Study Questions
- 1.12 Books for References

Unit 2: Workers Participation – Indian Scenario

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Workers Participation The Indian Scene
- 2.3 Forms of workers Participation in India
 - 2.3.1 Works committee
 - 2.3.2 Joint Management Council
 - 2.3.3 Shop Councils
 - 2.3.4 Joint Councils
 - 2.3.5 Unit Councils
- 2.4 Experiments in Participative Management –Few Indian Experience
- 2.5 Employee Participation in Management- Cases of Indian Industry
- 2.6 Evaluation of workers participation
- 2.7 Let us sum up
- 2.8 Key words
- 2.9 Self-study Questions
- 2.10 Books for Reference

BLOCK 6:

Unit 1: International Labour organization – I

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Historical background
- 1.3 Objectives of ILO
- 1.4 Constitution of ILO
- 1.5 Organization of ILO
- 1.6 Functions of ILO
- 1.7 Let us sum up
- 1.8 Terminal
- 1.9 Books for reference

Unit 2: International Labour organization-II

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Conventions and Recommendations
- 2.3 Conventions and Recommendations ratified by India
- 2.4 ILO and India
- 2.5 Let Us Sum Up
- 2.6 Terminal Questions
- 2.7 Books for Reference

MCO23: Labour Legislation

Block 1:

Unit 1: General Survey of Labour Legislation

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Historical Background
- 1.3 Pre independent Period
- 1.4 Post Independent Period
- 1.5 Indian Contribution and Labour Policy

- 1.6 Let us sum up
- 1.7 Terminal Questions and Learning Activities
- 1.8 Books for Reference

Unit 2: Need objectives and Principles of Labour Legislation

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Principles
- 2.3 Indian Law and Principles
- 2.4 Motives that prompted Employers to provide welfare measures
- 2.5 Let us Sum Up
- 2.6 Technical Question and Learning Activities
- 2.7 Books for Reference

Unit 3: Administrative Dimension of Labour Legislation

- 3.0 Objective
- 3.1 Introduction
- 3.2 Central Machinery
- 3.3 Autonomous organization
- 3.4 Legislative powers
- 3.5 Administrative Dimensions
- 3.6 Summary
- 3.7 Technical Questions and Learning Activities
- 3.8 Books for References

BLOCK 2:

Unit 1: The Factories Act 1948

- 1.0 Objectives
- 1.1 Background of the Factories Act
- 1.2 Statutory Development
- 1.3 Why a separate factories Act
- 1.4 Salient features of the factories Act
- 1.5 Few Important definitions

- 1.6 Approval, Licensing and Registration of factories
- 1.7 Provision relating to health
- 1.8 Let us sum up
- 1.9 Key terms
- 1.10 Questions
- 1.11 Suggested Readings

Unit 2: Safety Measures

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Why safety provisions are required
- 2.3 Safety through Fencing of Machineries
- 2.4 Lifts and lifting machines
- 2.5 Floor, stairs and means of access
- 2.6 Other Protections
- 2.7 Safety of young persons
- 2.8 Safety of women workers
- 2.9 Let us sum up
- 2.10 Key words
- 2.11 Questions
- 2.12 Suggested Readings

Unit 3: Welfare measures, working hours and leave

- 3.0 Objectives
- 3.1 Introduction
- 3.2 The need for providing welfare measures
- 3.3 Some important facilities
- 3.4 Washing facilities
- 3.5 Canteen and sitting facilities
- 3.6 First –Aid appliances
- 3.7 Shelter, rest rooms and lunchrooms
- 3.8 Special provisions for women workers
- 3.9 Working hours and Holidays of adults

- 3.10 Employment of young persons
- 3.11 Annual leave with wages
- 3.12 Penalties
- 3.13 Let us sum up
- 3.14 Key words
- 3.15 Questions
- 3.16 References

BLOCK 3:

Unit 1: Payment of wages Act 1936

- 1.0 Objectives
- 1.1 Prelude
- 1.2 Salient features of the Act
- 1.3 Some important definitions
- 1.4 Payment of wages
- 1.5 Deduction from wages
- 1.6 Enforcement authorities under the Act
- 1.7 Penalties
- 1.8 Let us sum up
- 1.9 Terminal Questions
- 1.10 Books for reference

Unit 2: Minimum wages act 1948 (Act XI of 1948)

- 2.1 Objective
- 2.2 Introduction
- 2.3 Thrust of the Act
- 2.4 Theories of wages
- 2.5 Different concepts of wages
- 2.6 Fixation and Revision of Wages
- 2.7 Payment of wages
- 2.8 Authorities under the Act
- 2.9 Penal provision

- 2.10 Conclusions
- 2.11 Meaning of few important words
- 2.12 Terminal Questions
- 2.13 Books for reference

Unit 3: The Payment of Bonus Act, 1965 structure

- 3.0 Objectives
- 3.1 Prelude
- 3.2 Operations and Application
- 3.3 Some important Definitions
- 3.4 Eligibility and disqualification for bonus
- 3.5 Payment of bonus
- 3.6 Adjustments against Bonus
- 3.7 Deductions from Bonus
- 3.8 Time Limit and recovery of Bonus
- 3.9 Authorities under the Act
- 3.10 Offences and penalties
- 3.11 Let us sum up
- 3.12 Key-words
- 3.13 Terminal Questions
- 3.14 Books for reference

BLOCK 4:

Unit 1: Workmen's Compensation Act- 1923

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Payment of compensation
- 1.3 Disablement
- 1.4 Occupational Disease
- 1.5 Powers of the Commissioners

- 1.6 Controversial Issues
 - 1.6.1 Doctrine of National Extension
 - 1.6.2 Doctrine of Added peril
 - 1.6.3 Doctrine of contemporary negligence
- 1.7 Summary
- 1.8 Technical Question and Learning Activities
- 1.9 Books Reference

Unit 2: Employees state insurance Act- 1948

- 2.0 Objectives
- 2.1 Introductions
- 2.2 Salient features of the Act
- 2.3 Applicability
- 2.4 Administration
- 2.5 Contribution
- 2.6 Benefits
- 2.7 Summary
- 2.8 Terminal Question and Learning Activities
- 2.9 Books for reference

Unit 3: Employees Provident fund Act 1952

- 3.0 Introduction
- 3.1 Applicability
- 3.2 Nomination
- 3.3 Modus Operandi
- 3.4 Appellate Tribunal
- 3.5 Summary
- 3.6 Technical Questions and Learning Activities
- 3.7 Books for reference

Unit 4: Payment of Gratuity Act 1972

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Payment of Gratuity
- 4.3 Forfeiture
- 4.4 Nomination
- 4.5 Determination the amount of Gratuity
- 4.6 Summary
- 4.7 Technical Questions and Learning Activities
- 4.8 Books for references

Unit 5: Maternity Benefit Act - 1961

- 5.0 Objectives
- 5.1 Introduction
- 5.2 The Act and its Applicability
- 5.3 Salient features of the Act
- 5.4 Depriving of Maternity Benefit
- 5.5 Summary
- 5.6 Technical Questions and Learning Activities
- 5.7 Books for References

BLOCK 5:

Unit 1: Industrial Disputes Act

- 1.1 Objectives
- 1.2 Introduction
- 1.3 Historical background
- 1.4 Objectives of the Act
- 1.5 Definitions
- 1.6 Classification of industrial Disputes
- 1.7 Causes of Industrial Disputes
- 1.8 Strike and Lockouts
- 1.9 Prohibition of strikes and lockouts

- 1.10 Lay off and retrenchment
- 1.11 Settlement and prevention
- 1.12 Let us sum up
- 1.13 Terminal Questions
- 1.14 References

Unit 2: Industrial employment (Standing orders) Act 1946

- 2.1 Introduction
- 2.2 Objectives
- 2.3 Scope and Application
- 2.4 Definitions
- 2.5 Matters to be provided in standing orders
- 2.6 Procedure for submission of Draft standing order
- 2.7 Matters to be provided in the standing order
- 2.8 Conditions for certification
- 2.9 Procedure for certification
- 2.10 Effects of certification
- 2.11 Payment of subsistence allowance
- 2.12 Powers of certifying officer
- 2.13 Powers of appropriate government
- 2.14 Review questions
- 2.15 References

Unit 3: Trade Union Act, 1926

- 3.1 Objectives
- 3.2 Introduction
- 3.3 Objects of the Act
- 3.4 Registration of Trade Unions
- 3.5 Rules of the Trade Unions
- 3.6 Cancellation of Registration
- 3.7 Right and Liabilities of a Registered Trade Union
- 3.8 Privilege and immunity of a Registered Trade Union
- 3.9 Recognition of Trade Union

- 3.10 Terminal Questions
- 3.11 Reference

BLOCK 6:

Unit 1: Powers of Union and State Government in Labour matters

- 1.1 Introduction
- 1.2 Main postulates
- 1.3 Objectives of planning in India
- 1.4 Industrial policy in plan period
- 1.5 administrative machinery at the center and state level
- 1.6 Central administrative machinery
- 1.7 Autonomous organizations
- 1.8 State administrative machinery
- 1.9 Summary
- 1.10 Key words
- 1.11 Questions
- 1.12 Books for reference

Unit 2: Influence of ILO on Indian Labour Legislation

- 2.1 Introduction
- 2.2 Objectives of the ILO
- 2.3 Organization
- 2.4 Functions of ILO
- 2.5 ILO conventions
- 2.6 Ratification Procedure of ILO standards
- 2.7 Influence of ILO recommendations on Indian Labour Legislation
- 2.8 Summary
- 2.9 Key words
- 2.10 Questions
- 2.11 Reference

MCO24: Training and Development

BLOCK 1:

Unit 1: Concepts of Training and development

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Meaning of training and Development
 - 1.2.1 Definition of training & Development
- 1.3 Competency development
- 1.4 Training objectives
- 1.5 Concepts of training
- 1.6 What do the trainers want
- 1.7 Let us sum up
- 1.8 Reference books
- 1.9 Terminal questions

Unit 2: Learning

- 2.0 Objectives
- 2.1 Objectives of Learning
- 2.2 Concepts of learning
- 2.3 Learning curve
- 2.4 Theories of learning
- 2.5 Learning Principle
- 2.6 Learning styles
- 2.7 Types of learning
- 2.8 Let us sum up
- 2.9 Reference Books
- 2.10 Terminal Questions

Unit 3: Organization of Training programme

- 3.0 Objectives
- 3.1 Identifying training needs
- 3.2 Why trainers should conduct training needs assessment

- 3.3 Types of training needs
 - 3.3.1 Micro training needs
 - 3.3.2 Macro training needs
- 3.4 Methods of training needs analysis
- 3.5 Organizational climate for training
- 3.6 Organization of training department
 - 3.6.1 Objectives
 - 3.6.2 Structure and function of training department
- 3.7 Let us sum up
- 3.8 References
- 3.9 Terminal Questions

BLOCK 2:

Unit 1: Training Methods

- 1.0 Objectives
- 1.1 Broad Methods of training types of training methodologies
- 1.2 Classification of OJT training methods
- 1.3 Techniques of OJT
- 1.4 Historical perspective of OJT
- 1.5 Embedded training
- 1.6 Vestibule Training
- 1.7 Systematic Training
- 1.8 Individualized instruction
 - 1.8.1 Modern type of individualized instruction
- 1.9 Job support
- 1.10 Apprenticeship and Job instruction training
- 1.11 Job rotation
- 1.12 Training by supervisors
- 1.13 Let us sum up
- 1.14 References
- 1.15 Terminal questions

Unit 2: Off the job training Methods Structure

- 2.0 Objectives
- 2.1 Lecture Method
- 2.2 Audio-Visual Material (Method)
- 2.3 Conferences and Seminars
- 2.4 Programmed Instructions (PI)
- 2.5 Simulating real life
 - 2.5.1 Role playing
 - 2.5.2 Simulation Games
 - 2.5.3 In-Basket exercises
- 2.6 Laboratory Training
- 2.7 Real life incidents and cases
- 2.8 Individualized training
- 2.9 Let us sum up
- 2.10 Suggested References
- 2.11 Terminal Questions

Unit 3: Evaluation of Training Programmes

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Definition of training evaluation
- 3.3 Philips ROI Model
- 3.4 The KPMT Mode
- 3.5 The London Business School approach
- 3.6 Holton's transfer climate approach
- 3.7 Operational sing a diagnostic and predictive model
- 3.8 Test-Re-test method
- 3.9 Pre-post performance test method
- 3.10 Control group testing methods
- 3.11 Other commonly used methods
 - 3.11.1 Transactional Analysis
 - 3.11.2 Degree Feedback

- 3.12 To sum up
- 3.13 Terminal question
- 3.14 References

BLOCK 3:

Unit1: HRD Concepts - HRD At Macro and Micro Level systems of HRD- Functions

- 1.1 Concepts of HRD
- 1.2 HRD at Macro and Micro level
- 1.3 Subsystems of HRD
- 1.4 HRD Functions
- 1.5 Summary
- 1.6 Questions for self Study
- 1.7 Further Readings

Unit 2: Concepts of Career – Career Stages, Planning and Development, need and steps in planning

- 2.1 Career concepts and need for career planning
- 2.2 Different stages in career
- 2.3 Career Development
- 2.4 Summary
- 2.5 Questions for self study
- 2.6 Further Readings

Unit 3: Methods of Career Planning and Development managerial organization role in career development career development actions and programmes

- 3.1 Methods used in Career Planning and Development.
- 3.2 Managerial, Organizational role in Career Development
- 3.3 Actions and Programmes undertaken for career development –Recent trends.
- 3.4 Summary
- 3.5 Questions for self study
- 3.6 Further Readings

Unit 4: Career problems and Solutions-guidelines for careers Management

- 4.1 Problems of Career Planning and Development
- 4.2 Solutions to Problems of Career Planning and Development
- 4.3 Guidelines for Career Management
- 4.4 Summary
- 4.5 Questions for self study.
- 4.6 Further Readings.

BLOCK 4:

Unit 1: Concept of Management Development – Need and Importance of Md.

- 1.1 Concepts of Management: Development
- 1.2 Need for management Development
- 1.3 Importance of Management Development
- 1.4 Summary
- 1.5 Questions for self study
- 1.6 Further Readings

Unit 2: MD Process, component of MD programmes requirements for success of MDP's Factors inhibiting MD

- 2.1 Management Development Process
- 2.2 Components of Management Development Programme
- 2.3 a) Requirements for success of MDP
b) Factors inhibiting MDP
- 2.4 Summary
- 2.5 Questions for self study
- 2.6 further readings

Unit 3: Organization Development Concepts, Characteristics, goals of organizational development - OD process

- 3.1 Concepts of OD
- 3.2 Characteristics of OD
- 3.3 Goals of OD
- 3.4 OD Process
- 3.5 Summary

3.6 Questions for self-study

3.7 Further readings

BLOCK 5:

Unit 1: Leader centered Techniques of MD-Lecturer- Coaching

1.0 Objectives

1.1 Leader Centered techniques of MDP

1.2 Lectures- A traditional method used in MDP

1.3 Coaching- A guidance method used in management development programme

1.4 Summary

1.5 Questions for self study

1.6 Further Readings

Unit 2: Student centered techniques, Discussions, case studies, conferences, workshops, brain storming sessions, role playing, psycho training, simulations, in Basket games sensitivity training.

2.0 Objectives

2.1 Student Centered techniques

2.2 Different methods/ Techniques used in student centered training programmes- Discussions, Case studies, conferences, workshops.

2.3 Simulations, in basket games and Sensitivity training

2.4 Summary

2.5 Questions for self study

2.6 Further Readings

Unit 3: Self training Techniques, correspondence course programme institutions, Audio- Visual lessons, Manual and handouts.

3.0 Objectives

3.1 Self Training Techniques

3.2 Correspondence course programme Institutions

3.3 Audio-Visual Lessons, Manual and Handouts.

3.4 Summary

3.5 Questions for self study

3.6 Further reading

Unit 4: On the Job Techniques-Coaching, counseling, Job Rotation, Assistant to positions and understudy, committee assignments

- 4.0 Objectives
- 4.1 On-the-job techniques
- 4.2 Coaching
- 4.3 Counseling
- 4.4 Job rotation
- 4.5 Assistant to positions and understudy, and committee assignment
- 4.6 Summary
- 4.7 Questions for self study
- 4.8 Further readings

Unit 5: Merits and Limitations of the techniques

- 5.0 Objectives
- 5.1 Merits and limitations of Techniques
- 5.2 Merits and limitations of Leader Centered Techniques
- 5.3 Merits and limitations of student Centered Techniques
- 5.4 Merits and limitations of self Training Techniques
- 5.5 Summary
- 5.6 Questions for self study
- 5.7 Further readings

BLOCK 6:

Unit 1: Need for training in India- Training centre and Apprenticeship programmes, government policy and trainings

- 1.0 Objectives
- 1.1 Need for training in India
- 1.2 Training Centre and apprenticeship, government policy and trainings.
- 1.3 Summary
- 1.4 Questions for self study.
- 1.5 Further readings.

Unit 2: Training institution in India , M.D. Programmes in Public and private sector

- 2.0 Objectives
- 2.1 Training Institutes in India
- 2.3 Management Development Programmes in Public Sector
- 2.4 Summary
- 2.5 Questions for self study
- 2.6 Further readings

Unit 3: M.D Institutions- Productivity Utilities, Management association- Educational institutions, consultants, critical appraisal of training and development programme in India.

- 3.0 Objectives
- 3.1 Management Development Institution in India.
- 3.2 The role Management Associations in MD programmes and the impact of training and productivity unities contribution.
- 3.3 The role of Educational Institutions and Consultants in MD programme.
- 3.4 Critical appraisal of training and development programme in India
- 3.5 Summary
- 3.6 Questions for self study
- 3.7 Further readings.

MCO 25: Organisational Behaviour

BLOCK 1:

Unit 1: organization

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Meaning of organization
- 1.3 Concept of organization
- 1.4 Organization process
- 1.5 Features of Organization
- 1.6 Check your progress
- 1.7 Let us Sum Up
- 1.8 Keywords

- 1.9 Self-Study Questions
- 1.10 Books for References

Unit 2: Organization Structure

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Role of organization structure
- 2.3 Types of organizations
- 2.4 Forms of organizations
- 2.5 Significance of organizations
- 2.6 Check your progress
- 2.7 Let Us Sum Up
- 2.8 Key words
- 2.9 Self-Study Questions
- 2.10 Books for Reference

Unit 3: Organization Goals

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Concept of Organizational Goals
- 3.3 Types of Organizational Goals
- 3.4 Determination of Organizational Goals
- 3.5 Goal changes- Types
- 3.6 Check Your Progress
- 3.7 Let Us Sum Up
- 3.8 Key words
- 3.9 Self- study Questions
- 3.10 Books for reference

BLOCK 2:

Unit 1: Organizational behaviour concepts & Determinants

- 1.0 Objectives
- 1.1 Introductions
- 1.2 Origin of organization behaviour definition & meaning
- 1.3 Contributing disciplines to organizational behaviour
- 1.4 Concepts & determinants of organizational behaviour
- 1.5 Check your progress
- 1.6 Let us sum up
- 1.7 Key words
- 1.8 Self study Questions
- 1.9 Books for Reference

Unit 2: Scope of organizational Behavior

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Scope of organizational behavior
- 2.3 Behavioural approach to organizational behaviour
- 2.4 Research in the discipline of organizational behavior
- 2.5 Organizational behavior model
- 2.6 Check your progress
- 2.7 Let us sum up
- 2.8 Key words
- 2.9 Self study questions
- 2.10 Books for reference

BLOCK 3:

Unit 1: Individual and group behavior personality.

- 1.0 Objectives
- 1.1 Introduction
- 1.3 Individual behavior and personality
 - 1.3.1 Personality

- 1.3.2 Ability
- 1.3.3 Perception
- 1.3.4 Motivation
- 1.3.5 Organizational factors
- 1.3.6 Socio-cultural factors
- 1.4 Personality and determinant
 - 1.4.1 Biological factors
 - 1.4.2 Family and social factors
 - 1.4.3 Situational factors
 - 1.4.4 Other factors
- 1.5 Development of personality
 - 1.5.1 Freudian stages
 - 1.5.2 Erikson stages
 - 1.5.3 Chrisargyris theory (Immaturity- Maturity)
- 1.6 Personality
- 1.7 Let us sum up
- 1.8 Key words
- 1.9 Check your progress-questions
- 1.10 Answer to check your progress
- 1.11 Terminal questions
- 1.12 References

Unit 2: perception and Learning Structure

- 2.0 Objectives
- 2.1 Introduction
 - 2.1.1 Importance
 - 2.1.2 Difference Between Perception and Sensation
 - 2.1.3 Perception Process
 - 2.1.4 Perception Mechanisms
 - 2.1.5 Characteristics of the Perceiver

- 2.2 What Factors Influence Perception
 - 2.2.1 Internal Factors
 - 2.2.2 External Factors
 - 2.2.3 Stimulus Factors
- 2.3 Perceptual Errors and Distortion
 - 2.3.1 Selective Perception
 - 2.3.2 Projection
 - 2.3.3 Stereo typing
 - 2.3.4 Halo effect
 - 2.3.5 Impression
 - 2.3.6 Inference
 - 2.3.7 Attribution
 - 2.3.8 Perfectual Set
 - 2.3.9 Perfectual Defence
- 2.4 Rationality in Decision- Making
 - 2.4.1 Subjectivity in Decision- Making
- 2.5 Let us Sum Up
- 2.6 Key words
- 2.7 Check your progress questions
- 2.8 Answer to Check your Progress
- 2.9 Terminal questions
- 2.10 References

Unit 3: Group organization concepts

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Formal And Informal Organization
 - 3.2.1 Formal Organization
 - 3.2.2 Characteristics
 - 3.2.3 Informal Organization
 - 3.2.4 Characteristics

- 3.2.5 Comparison
- 3.2.6 Is It- The Deference
- 3.3 Significance of Informal Organization
 - 3.3.1 Is It Really Necessary
 - 3.3.2 Structure- Chart
- 3.4 Distinction Between Formal And Informal Organization
- 3.5 Emergence Of informal Organization
 - 3.5.1 Benefits
 - 3.5.2 Negative Side
- 3.6 Organization Climate
 - 3.6.1 Status Pattern in Organisations
 - 3.6.2 Bases of Status
 - 3.6.3 Status Systems
 - 3.6.4 Relevance
- 3.7 Let us Sum Up
- 3.8 Key words
- 3.9 Check your Progress- Questions
- 3.10 Answers to Check your progress
- 3.11 Terminal Questions
- 3.12 References

Unit 4: Group Dynamics

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Types of Group
 - 4.2.1 Formal
 - 4.2.2 Informal
 - 4.2.3 Command and Task
 - 4.2.4 Interest and Friendship
- 4.3 Group Classification- Sayles
 - 4.3.1 Apathetic
 - 4.3.2 Erratic

- 4.3.3 Strategic
- 4.3.4 Conservative
- 4.3.5 Clique- Dalton
- 4.4 Theories of Group Formation
 - 4.4.1 Propinquity
 - 4.4.2 Homan's
 - 4.4.3 Balance
 - 4.4.4 Exchange
- 4.5 Formation of Group
 - 4.5.1 Reasons
 - 4.5.2 Importance
 - 4.5.3 Problems
 - 4.5.4 Dealing with Informal Group
- 4.6 Working with informal group
- 4.7 Let Us Sum Up
- 4.8 Key words
- 4.9 Check your progress Questions
- 4.10 Answer to Check your progress
- 4.11 Terminal Questions
- 4.12 References

Unit 5: Group Thinking and Group Cohesiveness

- 5.0 Objectives
- 5.1 Introduction
- 5.2 Factors Influencing group Cohesiveness
 - 5.2.1 Relationship
 - 5.2.2 Guidelines
- 5.3 Quality
 - 5.3.1 Benefits of quality Circle
 - 5.3.2 Introducing Quality Circle
 - 5.3.3 Problems of quality circle

- 5.4 Behavior- Focused Programmes
 - 5.4.1 Structure – Focused Programmes
- 5.5 Let Us Sum Up
- 5.6 Key words
- 5.7 Check Your progress: questions
- 5.8 Answers to Check your progress
- 5.9 Terminal Questions
- 5.10 References

BLOCK 4:

Unit 1: Concept-importance of motivation, theories of motivation, Maslow’s Theory

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Concept of Motivation
- 1.3 The Motivation process
- 1.4 The importance of motivation
- 1.5 Theories of Motivation
- 1.6 Maslow’s Hierarchy of Needs theory
- 1.7 Check you progress
- 1.8 Let Us Sum Up
- 1.9 Key terms
- 1.10 Answers to check your progress
- 1.11 Terminal questions

Unit 2: Herzeberg’s theory J.S. Adam’s Theory , Vroom’s theory

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Herzeberg’s theory of motivation
 - 2.2.1 Hygiene Factors
 - 2.2.2 Motivators
 - 2.2.3 Application of two factor theory in the work place
 - 2.2.4 Comparison of need hierarchy and two factor theories

- 2.2.5 Differences between Maslow's and Herzberg's theories
- 2.2.6 Evaluation of two –factor theory
- 2.3 J.S. Admn's Equity theory of Motivation
 - 2.3.1 Evaluation of two- factor theory
- 2.4 Vroom's Expectancy theory
 - 2.4.1 Evaluation of Expectancy Model.
- 2.5 Check your progress
- 2.6 Let us sum up
- 2.7 Key Terms
- 2.8 Answers to check your progress
- 2.9 Terminal question

Unit 3: Porter and Lawler's Theory, theory 'X' and 'Y'

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Porter and Lawler's Theory
 - 3.2.1 Evaluation of P & L Theory
 - 3.2.2 Implications for practice
- 3.3 Theory 'X' and 'Y'
- 3.4 Check yours progress
- 3.5 Let Us Sum Up
- 3.6 Key Terms
- 3.7 Answers to check Your progress
- 3.8 Terminal Questions

Unit 4: Leadership concepts importance trait theories, Behavioral theories, Tenebrous and Schmidt's theory

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Leadership- Defined
- 4.3 Formal and Informal leader
- 4.4 What is a leader does?
- 4.5 Leadership and Management

- 4.6 Importance of Leadership
- 4.7 Leadership Styles
- 4.8 Theories of Leadership
 - 4.8.1 Trait theories of Leadership
 - 4.8.2 Behavior theories
 - 4.8.3 Tanenbaum and Schmidt's theory
- 4.9 Check your progress
- 4.10 Let Us sum up
- 4.11 Key terms
- 4.12 Answers to check your progress

Unit 5: Ohio University studies , Managerial Grid Tri- Dimensional Theory, Path goal Theory, Life Cycle theory.

- 5.0 Objectives
- 5.1 Introduction
- 5.2 The Ohio State University Studies
- 5.3 The University of Michigan Studies
- 5.4 Managerial Grid
- 5.5 Tri- Dimensional Theory
- 5.6 Path-Goal Theory
- 5.7 Life cycle Theory
- 5.8 Check your progress
- 5.9 Let Us Sum Up
- 5.10 Key terms
- 5.11 Answers to Check Your Progress
- 5.12 Terminal Questions

Unit 6: Indian Leadership Styles

- 6.0 Objectives
- 6.1 Introduction
- 6.2 Leadership Styles in Indian organizations
 - 6.2.1 Paternalistic Style
 - 6.2.2 Leadership based on professional relationship

- 6.3 Research findings on Indian leadership styles
- 6.4 Check your progress
- 6.5 Let us sum up
- 6.6 Key terms
- 6.7 Answers to check your progress
- 6.8 Terminal questions
- 6.9 Reference Books

BLOCK 5:

Unit 1: Internal Environment of organization Unit-1 organizational culture

- 1.0 Objectives
- 1.1 Meaning and nature of culture
- 1.2 Dynamics of organizational culture
- 1.3 types of culture
- 1.4 Culture and structure
- 1.5 Culture and leadership
- 1.6 Let us sum up
- 1.7 Terminal Questions
- 1.8 Books for reference

Unit 2: Organizational Climate And Morale

- 2.0 Objectives
- 2.1 Meaning and definition of organizational climate
- 2.2 Factors affecting organizational climate
- 2.3 Measurement of organizational climate
- 2.4 Concept of Morale
- 2.5 Factors affecting / Influencing Morale
- 2.6 Measurement of Morale
- 2.7 Let Us Sum Up
- 2.8 Terminal Question

BLOCK 6:

Unit 1: Change

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Need for change: Socio- Cultural conditions
- 1.3 Meaning and Nature of change
 - 1.3.1 Types of change
 - 1.3.2 Human resistance to change
 - 1.3.3 Why do people resist change?
 - 1.3.4 Causes of resistance to change
 - 1.3.5 Implementation of change
- 1.4 Guidelines for overcoming resistance to change
 - 1.4.1 Force-field analysis
 - 1.4.2 Planned change
 - 1.4.3 Process of planned change
- 1.5 Let us sum up
- 1.6 Key words
- 1.7 Check your progress: questions
- 1.8 Answers to check your progress
- 1.9 Terminal questions
- 1.10 Reference

Unit 2: Conflict

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Conflict
 - 2.2.1 Causes
 - 2.2.2 Consequences
 - 2.2.3 Mechanism
- 2.3 Power and influence relations in organizations and group
 - 2.3.1 Power relationships
 - 2.3.2 Bases of power

- 2.3.3 Distinction between power and authority
- 2.3.4 Concept of power equalization
- 2.3.5 Influence relationship
- 2.3.6 Means of conflict
- 2.4 Dynamics of conflict
 - 2.4.1 Nature
 - 2.4.2 Traditional view
 - 2.4.3 Human relation
 - 2.4.4 Interactions view
 - 2.4.5 Positive view
 - 2.4.6 Dysfunctions view
- 2.5 Issues involved in conflict
 - 2.5.1 Types
 - 2.5.2 Stages
- 2.6 Let us sum up
- 2.7 Key words
- 2.8 Check your progress questions
- 2.9 Answer to check your progress
- 2.10 Terminal questions
- 2.11 References

Unit 3: Levels of conflict

- 3.0 Objectives
- 3.1 Introduction- conflict levels
 - 3.1.1 Individual
 - 3.1.2 Organizational
 - 3.1.3 Inter-organizational
- 3.2 Inter-individual conflict
 - 3.2.1 Role conflict
 - 3.2.2 Goal conflict

- 3.3 Inter-personal conflict
 - 3.3.1 Sources
- 3.4 Intra- group conflict
 - 3.4.1 Inter group conflict
 - 3.4.2 Organizational reward system
- 3.5 Modes of handling conflict-should conflict be suppressed
 - 3.5.1 Avoidance and repression
 - 3.5.2 Diffusion of conflict
 - 3.5.3 Containment
 - 3.5.4 Confrontation or sharpening differences
 - 3.5.5 Problem solving
 - 3.5.6 Conflict stimulation
- 3.6 Inter-personal conflict- reasons
 - 3.6.1 Transactional analysis
 - 3.6.2 Ego states
 - 3.6.3 Social transactions
 - 3.6.4 Complementary transactions
 - 3.6.5 In crossed transactions
 - 3.6.6 Johari widow
 - 3.6.7 Stroking
 - 3.6.8 Life positions
- 3.7 Let Us Sum Up
- 3.8 Key words
- 3.9 Check your progress questions
- 3.10 Answers to check your progress
- 3.11 Terminal questions
- 3.12 References