

**DETAILED SYLLABUS FOR THE POST OF DEPUTY MANAGER  
(PERSONNEL & LABOUR WELFARE) IN KERALA KERA KARSHAKA  
SAHAKARANA FEDERATION LIMITED (KERAFED) -**

**CATEGORY NO: 179/2023**

**TOTAL : 100 MARKS**

**PART I - MBA - PERSONAL ADMINISTRATION AND INDUSTRIAL  
RELATIONS - 30 MARKS**

**MODULE 1: HUMAN RESOURCE MANAGEMENT (10 MARKS)**

Nature and scope of HRM- HRM functions- HRM models- HR Environment- Personnel management and HRM- Changing role of HRM- Strategic Human Resource Planning and development- Recruitment and Selection- Induction and placement - Transfers and promotions- Changing role of HRD in management of organization- Human Resource Information System- HR audit- Global trend and their influence on HR practices- Current trends in HRM

**MODULE 2: TRAINING AND DEVELOPING OF EMPLOYEES (8 MARKS)**

Training and Development- Methods- Identification of training & development needs- Career Development- Strategic compensation- Designing and administration of wage and salary structure- Performance appraisal – Designing of effective performance appraisal systems- Job analysis- Job evaluation- Merit rating- Motivation- Need and objectives- Theories of motivation- Leadership- significance- leadership styles- Team building- Leadership skills for team building- Sensitivity training (T - groups)- Transactional analysis

**MODULE 3: PARTICIPATION IN DECISION MAKING PROCESS (7 MARKS)**

Quality Circles – Total Quality Management (TQM) – Role of Quality Circles in TQM – HRM and Technological Change – HR analytics- Management of Change – Changing Role of HR manager – Workers Participation in Management – Experience in different countries – Indian experience- Role of Employees/ Employers in the changing business scenario

**MODULE 4: INDUSTRIAL RELATIONS (5 MARKS)**

Concept-Actors in industrial relations- history of IR in India- Approaches of industrial relations- Economic, political and social environment of industrial relations- Significance of industrial relations- Guiding framework for sound labour management relations- Theories and models of industrial relations- Contemporary issues of industrial relations

## **PART - II- MASTER OF SOCIAL WORK - 30 MARKS**

### **MODULE 1. INTRODUCTION TO SOCIAL WORK (5 MARKS)**

Evolution of social work profession – impact of social reform movements

Multidisciplinary foundation of social work, Social Work and related concepts: Social Welfare, Social Reform, Social Policy, Social Security, Social Legislation, and Social Defence.

social work profession and human rights.

System approach of social work practice – role of social work in remedial, preventive and developmental models

### **MODULE - 2. SOCIAL WORK THEORIES, MODELS AND PERSPECTIVES - (6 MARKS)**

Overview of Ecosystem theories, Developmental theories, Psychodynamic and Conflict theories.

Social Work perspectives: Strength-based, Right based, Feminist and Development

Social Work Practice Models: Problem-solving, task-centred, Solution focused, Cognitive Behaviour, Narrative, Evidence-based, culture-sensitive practice social welfare policy and services, social work practice methods

### **MODULE 3. SOCIOLOGY (3 MARKS)**

Meaning and characteristics of society, community, social group and social institution, social structure and social stratification: theories of social change and social disorganization.

Tribal, rural and urban communities, weaker and vulnerable sections and population, poverty, unemployment, underdevelopment; problems of developing economies and consequences of new economic policy

Concept of welfare state – Indian constitution – features, problems, fundamental rights and directive principles and planning in India – Five Year Plans.

### **MODULE 4. MANAGEMENT (4 MARKS)**

Organisational Management: Concept, Approaches to Organizational Management; Principles of Management

Financial Management - Concept and paradigms, Budgeting, Need for Social cost-benefit analysis, Accounting, Recordkeeping, Auditing-records needed, Rules regarding foreign contributions (FCRA)

Strategic Management: Concept of strategy; strategic management process

### **MODULE 5. ADMINISTRATION OF HUMAN SERVICE ORGANISATIONS (6 MARKS)**

Administration, Elements of administration- POSDCORB

Human Service Organisation- meaning, characteristics; Types of Organisations; Voluntary Organisations and their functions;

Registration of organisations- Societies Registration Act, Indian Trust Act and Non-profitable companies; Skill training in bye-law preparation and Memorandum of Association (MOA)

### **MODULE 6. SOCIAL WELFARE ADMINISTRATION (6 MARKS)**

Social Welfare Administration (SWA) - Definition, nature and Scope, The principles of SWA

Program Planning and Implementation - Planning: Log framework analysis, Distributional analysis, Cost-benefit analysis

The administrative structure of Central and State Boards; Major programmes of Central and State Social Welfare Board

Social Security: Concept and Scope, Social Assistance and Social Assurance.

## **PART - III - LLB WITH SPECIALIZATION IN LABOUR LAW - 40 MARKS**

### **MODULE 1: INTERNATIONAL LABOUR ORGANISATIONS (5 MARKS)**

Aims and purposes of International Labour Organisation-Mandate – tripartite composition – structures – standard-setting – regular supervisory system – complaints mechanisms.- Conventions and recommendations on freedom of association – forced labour – Non-discrimination – child labour.- Committees on Economic, Social and Cultural Rights (CESCR)- Labour rights under Constitution of India-Labour Code

### **MODULE II: INDUSTRIAL RELATIONS LAW (12 MARKS)**

Industry -Definition – judicial interpretation & its response-Dispute Resolution -Concept – voluntary – conciliation, mediation, arbitration – adjudication-Procedure of Dispute Settlement: Government interference – authorities – their procedure, powers & functions.- Binding nature of the voluntary mechanism – nature & scope of decision – possibility of appeal and other Constitutional remedies – enforcement.- Definition – strike – lock out – layoff – retrenchment –

closure – transfer of undertaking-Unfair Labour Practice-Trade Union-Registration-Recognition-Rights and Immunities-Right to form association & unions – sanctity of trade unionism and collective bargaining-Bargaining/Negotiating councils – Sole bargaining agent-Certification of Standing orders, Modification of standing orders-Misconduct and Punishment

### **MODULE III: LAWS ON WAGES (11 MARKS)**

Theories of Wages-Right to work – right to livelihood – right to equal pay for equal work – Types Of Wages - Concepts of fair wage, living wage, minimum wage –wage fixation.- wage period – permissible deduction-notion of ‘same or similar work’ – statutory responsibility of employers.- minimum bonus – maximum bonus –Full Bench Formula– calculation of bonus – set on and set off of allocable surplus – disputes; Gratuity: Concept – eligibility for gratuity – notion of ‘continuous service’--Establishment of provident fund--Employees’ Pension Fund

### **MODULE IV: SOCIAL SECURITY LAWS (12 MARKS)**

Employees Compensation-employer’s liability – eligible employees – injuries covered – dispute settlement-Maternity Benefit-benefits available – other privileges available – duration of benefits-ESI fund – its utilization – contributions – benefits- nature – eligibility – ESI hospitals – claims and dispute settlement-Unorganised Labour-centrally funded social assistance programmes – social insurance schemes – social assistance through welfare fund –Factories Act-Health-Safety-Welfare- Occupier-Hours of Work-Adult Worker Male and Female-Young Worker-Hazardous Industry-Employer’s liability act, 1936-Common Employment

**NOTE: - It may be noted that apart from the topics detailed above, questions from other topics prescribed for the educational qualification of the post may also appear in the question paper. There is no undertaking that all the topics above may be covered in the question paper.**