

# UPSC Mains Commerce & Accountancy Optional Paper-II Syllabus

## **Organisation Theory and Behaviours, Human Resource Management and Industrial Relations**

### **Organisation Theory and Behaviour**

#### **1. Organisation Theory:**

Nature and Concept of Organisation; External Environment of Organisation-Technological, Social, Political, Economical and Legal; Organizational Goals Primary and Secondary Goals, Single and Multiple Goals; Management by Objectives.

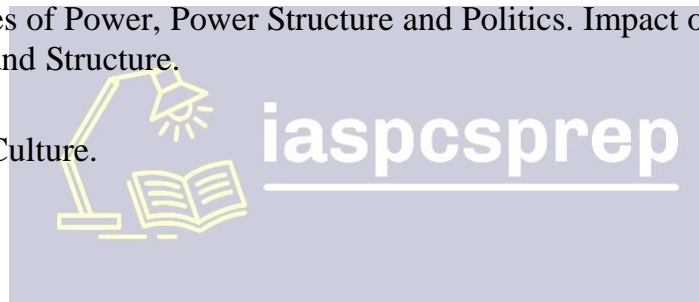
Evolution of Organisation theory : Classical Neo- classical and system approach.

Modern Concepts of Organisation Theory: Organisational Design, Organisational Structure and Organisational Culture.

Organisational Design-Basic Challenges; Differentiation and Integration Process; Centralization and Decentralization Process; Standardization/Formalization and Mutual Adjustment. Coordinating Formal and Informal Organizations. Mechanistic and Organic Structures.

Designing Organizational structures-Authority and Control; Line and Staff Functions, Specialization and Coordination. Types of Organization Structure-Functional. Matrix Structure, Project Structure. Nature and Basis of Power, Sources of Power, Power Structure and Politics. Impact of Information Technology on Organizational Design and Structure.

Managing Organizational Culture.



#### **2. Organisation Behaviour:**

Meaning and Concept; Individual in organization: Personality, Theories, and Determinants; Perception Meaning and Process.

Motivation: Concepts, Theories and Applications. Leadership-Theories and Styles. Quality of Work Life (QWL): Meaning and its impact on Performance, Ways of its Enhancement. Quality Circles (QC) Meaning and their Importance. Management of Conflicts in Organizations. Transactional Analysis, Organizational Effectiveness, Management of Change.

## **Human Resources Management and Industrial Relations**

### **1. Human Resources Management (HRM):**

Meaning Nature and Scope of HRM, Human Resource Planning, Job Analysis, Job Description, Job Specification, Recruitment Process, Selection Process, Orientational and Placement, Training and Development Process, Performance Appraisal and 360° Feed Back, Salary and Wage Administration, Job Evaluation, Employee Welfare, Promotions, Transfers and Separations.

## **2. Industrial Relations (IR):**

Meaning, Nature, Importance and Scope of IR, Formation of Trade Union, Trade Union Legislation, Trade Union Movement in India. Recognition of Trade Unions, Problems of Trade Unions in India. Impact of Liberalization on Trade Union Movement.

Nature of Industrial Disputes: Strikes and Lockouts, Causes of Disputes, Prevention and Settlement of Disputes.

Worker's Participation in Management: Philosophy, Rationale, Present Day Status and Future Prospects. Adjudication and Collective Bargaining.

Industrial Relations in Public Enterprises Absenteeism and Labour Turnover in Indian Industries and their Causes and Remedies.

ILO and its Functions.

