MASTER IN DISABILITY *REHABILITATIION*

AOMINISTRA TION (MDRA)

(2004-2006)

Preamble

Disability rehabilitation is a profession and field of academic and service activity, which have gained the increased recognition and importance. Development of knowledge as well as policies and programmes emphasizing both the possibilities and the need to provide the best possible remedial and rehabilitation support to the disability has changed the profile of the rehabilitation work of the professional. The complexity and also the increasing trend towards reaching the unreached through community approach as well as center based services of disability rehabilitation has lead to an acute need for very competent and professionally trained rehabilitation administration managers to hold the responsibility for managing and administering these institutions as well as major projects and programmes both in the Governmental sector as well as in the voluntary sector.

In order to ascertain the real need of rehabilitation administrators and managers, the proposal along with the course design and syllabus was sent to a total of 320 **RCI recognized institutions and NGOs in the field of disability rehabilitation** along with a questionnaire. 66 responses were received. The need assessment of the programme as per the findings indicates a positive response from 98% of the respondents for running the Master in Disability Studies (Rehabilitation Administration). 93% of the respondents felt the need for the programme and 94% of the respondents expressed interest to sponsor candidates for the programme. 86% and above of the respondents stated that having gone through the programme outline course content is adequate, eligibility conditions and selection criteria are appropriate and the instruction and evaluation is in order. The study is very significant in the sense that the proposal has been submitted to RCI for recognition on the basis of the need assessment as per the survey conducted by NIMH.

One may attempt to represent the emerging profile of a competent and successful rehabilitation manager as under:

1. Profile of a Rehabilitation Administrator/Manager

The role of a disability administrator is multi-dimensional. He has to converge many roles like those of finance and accounts, project management, environmental management, organization development and HR, information technology, rehabilitation policies and la~, human rights, performance management, R&D management.

Few important functions of the administrator/manager are listed below

- *Draw meaningful long range plans and annual plans*

- *Develop workable and result oriented strategies for capacity building*

- *Implement plans in a systematic manner*

- *Manage the organizational processes effectively*

- *Ensure accountability at every level of the organization*

- *Develop and nurture quality services*

- Manage change in a positive, productive way . Guide individuals to achieve their potential

- Inspire employees to higher performance

- Maximize your positive impact on others

- Develop more productive working relationships . Establish rapport and mutual trust

- Give and receive performance feedback

- Understand people's needs.

Skills needed to:

- Interact successfully with others
- Motivate employees and co-workers to excel
- Communicate in sensitive, non threatening ways
- Conduct performance reviews that help you identify problem areas, resolve conflicts, and promote improvement
- Become a more effective manager by improving your reading, writing, speaking, and listening proficiency
- Communicate clearly and correctly to avoid misunderstanding and get your message across
- Guide, motivate, encourage, support and teach your employees
- Project a flexible, sensitive leadership style that acknowledges people as individuals
- Communicate clearly and correctly to avoid misunderstanding and get your message across
- Respond effectively to the leadership challenges managers now face
- Motivate others to peak performance
- Mold a diverse workforce into a cohesive, productive team
- Identify and remedy performance gaps
- Document performance with charts, graphs, reports
- Evaluate performance
- Implement S.M.A.A.R.T. guidelines (specific, measurable, achievable, accountable, realistic, time frame)
- Establish non-monetary rewards through alignment, complement base pay, and other means
- Use training and development tools, such as self-study, seminars, in house training, books, video, simulation, job rotation, and online training
- Techniques of planning process
- SWOT analysis technique
- Techniques of monitoring and evaluation
- Know-how of organizing rehabilitation programmes

- Skills of conducting surveys in various functional areas
- Techniques about budgeting and financial management
- Networking and collaboration skills
- Skills in the research area
- Know-how of organizing HRD programmes
- Techniques for developing project proposals
- Public relations skills
- Techniques of organizing consultation meetings and performance reviews

One may add a few basic mindsets like willingness and curiosity to familiarize oneself with the knowledge and technology developing in disability understanding as well as rehabilitation strategies, methods and techniques. An ability to organize constitute and monitor work groups, teams task groups and other aggregates is also essential.

2. Objective

Disability rehabilitation as a field of knowledge and practice has made strides. Issues of disability rehabilitation involve multiple stakeholders, variety of disciplines and professional streams. Social obligations and expectations, as well as, establishment and development of different kinds of institutions both the government sector as well as the voluntary sector. Our commitment to a society based on the principles of equality of rights and opportunities is posing a variety of challenges to those involved in disability rehabilitation including the policy makers, the programme administrator, service provider institutions engaged in manpower development and the society at large. It has therefore become necessary to develop persons who have the necessary knowledge base, skills, values and commitments along with innovativeness and entrepreneurial thinking.

This programme has been designed keeping these factors in mind to instill and develop in the trainees the necessary knowledge base, skills both technical and human as well as the necessary leadership qualities, attitudes and values. It is felt that such a course should be at highest level and on par with management programmes in every other sectors like corporate sector, hospital and hospitality sector and other service sectors. The course at this level becomes essential for four reasons; i) to provide the organizations the advantage of professionally trained managers for optimal utilization of the resources, which are limited to the service sector, ii) to provide the incumbent the highest level of professional competence, (ii) to enable the incumbent to act on equal terms with other professionals who are highly qualified and iv) to enable the rehabilitation professionals to devote fully their energies and time towards providing services to the persons with disabilities for which, indeed, they are trained. Hence the Masters Programme is proposed.

3. Rationale

Disability rehabilitation administration has not been given much importance till recently, because it was felt that only the professional expertise would suffice the individual who was working in this field. Of late, there have been lots of changes and developments, which have led to many complexities in their functioning. Individual in this field has to perform multi-faceted roles and the necessary skills and knowledge can be obtained only by attending a course on management and disability administration.

4. Course Curriculum

This will comprise of conceptual theoretical inputs as well as experiential inputs through lectures, paper presentations, internships, observations and practical exercises particularly in finance, analyzing and its reports, preparing of accounts. The courses have been classified into core and support courses.

4.1 Core Courses

Core courses are intended to provide the trainee with the in-depth knowledge, appreciation and necessary skills and function in relation to different aspects of disability rehabilitation, including

1. Resource Mobilization and Management.

2. Institutional Management and Development

3. Institutional networking and linkages

4. Organizational management and development

5. HRD and Capacity Building in organizations

4.2 Support Courses

These are intended to provide the trainee with the necessary knowledge on historical and contemporary issues, familiarity with skill of the working of rehabilitation institutes including Government departments, National institutes, Voluntary organizations etc. Support courses are intended to help the candidates to appreciate and benefit from *the main disability rehabilitation programmes.*

5. Course Requirements

The master's programme is research driven and focuses on a broad range of multidisciplinary issues which impact on disability administration and rehabilitation. In addition to conceptual and theoretical inputs in the above areas the programme will have a strong component of practicals, field work, project research work and participatory learning in the form of seminar presentation and conferences. This will also include emphasis on both individual competencies and team competencies.

6. Eligibility for admission

The criteria for eligibility for admission is as follows:

i) The candidate should have a Bachelor's degree or equivalent in disability rehabilitation recognized by Rehabilitation Council of India *and /or Medical Council of India* with a *minimum of 50% Marks*.

OR

ii) The candidate should have a Master's degree from any recognized University /or accredited body in the fields of psychology, social work, management, social welfare, Rehabilitation Psychology, Rehabilitation Social Work, Rehabilitation Management to be added.

7. **Selection**

Admissions will be based on an entrance examination consisting of

i) Written test of an objective type for 2 hours duration of 100 marks covering the following areas

    a) Disability and Rehabilitation(20%) - will include topics on nature and needs of disabilities, approaches to rehabilitation etc.

    b) Management (20%) - includes topics on general management areas.

    c) Logic and reasoning/General mental ability (60%)

ii) Interview -marks allotted are 25 and minimum-qualifying marks will be 12.5.

iii) Group discussions - marks allotted for this will also be 25 and the qualifying marks will be 12.5 for both.

A candidate to be declared as qualified at the entrance examination will have to secure a minimum of 40 marks in the written test and 12.5 marks in the interview and 12.5 marks in the group discussions. The total marks a candidate should score to qualify in the entrance exam will be 65 out of the maximum marks of 150. .

8. Duration

The duration of the course will be 2 years, 2 semesters in each year and a total of 4 semesters. The sponsored candidates, who are in service in an organization involved in disability rehabilitation and cannot avail 2 years leave, can complete the 4 semesters in 5 years time. However, the candidate completes each semester fully in one attempt and no partial completion will be allowed.

9. Number of seats

To start with, twelve candidates will be admitted in each batch.

Two seats are reserved for sponsored candidates. Admissions will be based in order of merit in the entrance examination and in accordance with the rules prevalent in the institution. Reservation for SC/ST/OBC will be provided as per Government/University guidelines.

10. Attendance

As this is a professional master's course, the students should pursue the course of the study continuously. A minimum of 75% in each of the theory and practical papers separately shall be necessary before taking the respective examination. However, a relaxation of 10% attendance or as per the existing rule of the University will be condoned on medical grounds.

11. Evaluation

The evaluation will be of *three* types, continuous internal evaluation, *project work and* final semester evaluation *as under:*

Internal evaluation consists of:

- *assignments,*
- *case studies,*
- *reports of institutional visits*

- *reports of project visits*

- *topic/concept presentations*

- *seminars*

- *journal presentations*

- *conducting training programmes*

Final semester evaluation consists of:

- *theory examination at the end of each semester to be conducted by the University concerned/authorized body.*

Project Work of three months duration:

- *A detailed procedure willbe developed taking into account the following:*

- *a list of project topics*

- *guidelines for submission*

- *Synopsis to be submitted before the end of second semester,*

- *Guidelines for selection of guide Guidelines for selection of project location*

- *Guidelines for starting and completion of the project work.*

- *Guidelines for preparation of project report covering presentation, contents, graphics, visuals, number of pages, format of presentation, due date for submission (preferably before 3 months of the ,4th semester), etc*

- *Guidelines for panel of external examiners*

- *Maximum marks for project work - 200 (50 marks for viva, 50 marks for internal evaluation and 100 marks for external evaluation)*

Evaluation of various types of examinations/project works will be done as under:

A candidate will be declared pass provided he/she obtains a minimum of 50% marks each in internal evaluation and at the end of the semester examination.

A candidate will not be eligible to appear at the end of the semester examination if he fails to obtain minimum 50% marks in the internal evaluation of the concerned paper.

The maximum marks for internal evaluation and final semester examination will be 50 each. For the project work, the maximum marks will be 200. The pass marks for the project work will be 50% i.e., 100 out of 200 in aggregate. Semester-wise course and

evaluation structure is given in para **15.6.**

Syllabus coverage of each paper will be spelt out very clearly both theory and practical and the schedules of syllabus coverage and timetables will be provided to the students well before the commencement of the semester. The break-up of marks for various practical assignments, submissions, presentations, case works etc., for internal evaluation will be clearly mentioned in the schedules to be provided to the students.

The results of the candidate who fails to clear the papers even after the fourth semester will be withheld and such candidate will be given opportunity to clear the backlog papers within a maximum period of three years from the end of the fourth semester.

12. Fee

The tuition fee and examination fee will be as prescribed from time to time by the Institute and concerned authorities.

13. Infrastructural Facilities

The course should be offered at National Institutes and/or similar institutes and university departments offering disability rehabilitation courses should have necessary infrastructural facilities such as *adequate class rooms, faculty rooms, common facilities, hostel facilities. The* psychology laboratory, language laboratory, work experience laboratory, computer laboratory, etc. It should have a library with good collection of books on *disability rehabilitation for all the disabilities,* organization development and management, project management and financial management. In addition to the infrastructural facilities, aids and appliances necessary for the specialization concerned should also be available. In order to provide relevant work experience during the course the Institution should have a model facility *with wide spectrum of services for all disabilities.* It should have well established outreach **and Community Based** Programmes with multi-disciplinary teams delivering rehabilitation services to the persons with all categories of disability.

14. Certification as a Registered Professional

It is mandatory for every rehabilitation professional to obtain a "Registered Professional Certificate" from the Rehabilitation Council of India to work in the field of disability rehabilitation in India. Amendments, if any, to the regulations of the course will be made periodically by the Rehabilitation Council of India. Any deviation from the above regulations should have the prior approval of the Rehabilitation Council of India.

15. COURSES AND CURRICULUM

The medium of instruction will be English. The programme involves a total of 20 courses including theory courses, practicals, projects, field placement, etc. and as already mentioned are classified into core courses and support courses. The courses cover four broad areas as mentioned below:

15.1 Courses

1. Disability Rehabilitation (DR) -4 papers

2. Organization Behavior *in Disability Rehabilitation* (OBDR) -3 papers

3. Project Management *in Disability Rehabilitation* (PMDR) - 7 papers

4. Financial Management (FM) - 3 papers

5. Social Area *in Disability Rehabilitation (SDR)* - 3 papers

There are totally 20 papers in this programme. In addition, there will be a 3 month project work, which will carry 200 marks.

The following are the Core Courses:

15.2 Coverage of Core Courses

DR-4 Enabling Adult Independent Living of Clients -Case Study- individual and institutional

OB-1   Basics of Organization Behavior - Theory

OB-2   Organization Development Strategies *in Disability Rehabilitation* Theory, Visits to Institutions and Report

OB-3   Human Resource Development *in Disability Rehabilitation-* Theory, Cases and Institutional visits and Observation

PM-1   Project Planning and Monitoring *in Disability Rehabilitation* - Theory PM-6 Total Quality Rehabilitation Management - Theory and Visits

PM-5   Client Relationship Management *in Disability Rehabilitation-* Theory and Cases

FM-1 Basics of Financial Management - Theory and Study of Institutions

FM-2 Accounting - Theory and Study analysis of public sector and an NGO

The following are the support courses:

15.3 Coverage of Support Courses

DR-1   Historical, contemporary issues and problem perspectives -Theoretical

DR-2   Professional services and importance - Theory, visits to institutions and report

SA-1   Social capital *in Disability Rehabilitation* - Theory and assignment

DR-3   Programme planning and monitoring -Internship and project

PM-2   Performance Management *in Disability Rehabilitation-* Theory and cases

PM-3 Institutional and Individual Studies *in Disability Rehabilitation* Studies

PM-4   Research and Development Management *in Disability Rehabilitation* - Theory and Observation

PM-7   Information *and Communication* Technology *in Disability Rehabilitation* - Theory, Computer application and Practicals

FM-3   Auditing - Theory, Observation and Study Sof Audit reports

SA-2   Values, Ethics and Human Rights *in Disability Rehabilitation*

Theory and Study of Cases

SA- 3 Legal Aspects *in Disability Rehabilitation* - Theory and Study of Cases

15.4 Scope of Courses

Course 1 Disability Rehabilitation (DR) 4 papers

DR-1   Historical, contemporary issues and problem perspectives

DR-2   Professional services and importance (internship)

DR-3   Programme planning and monitoring

DR-4   Enabling adult independent living of clients

Course 2 Organization Behaviourin *Disability Rehabilitation* (OBDR) 3 papers

OB-1   Basics of Organization Behavior.

OB-2   Organization Development Strategies *in Disability Rehabilitation.*

OB- 3 Human Resources Development *in Disability Rehabilitation.*

Course 3 Project Management *in Disability Rehabilitation* (PMDR) 7 papers

PM-1   Project Planning and Monitoring *in DR*

PM-2   Performance Management *in DR*

PM-3   Institutional Studies *in DR.*

PM-4   Research and Development Management *in DR*

PM-5   Client Relationship Management *in DR*

PM-6   Total Quality Rehabilitation Management *in DR*

PM-7 Information and *Communication* Technology *in DR*

Course 4 Financial Management (FM) 3 papers

FM-1   Basics of Financial Management FM-2 Accounting.

FM-3   Auditing.

Course 5 Social Area *in Disability Rehabilitation (SDR)* 3 papers

SA-1 Social Capital *in DR*

SA-2 Values and Ethics and Human Rights *in DR.*

SA-3 Legal Aspects in DR.

Steps will be taken to highlight the applicability of the concepts, practices, skills and professional attitudes and values, to the sphere of disability rehabilitation both in theory and practicals. In addition to the theoretical and conceptual inputs different kinds of practicals will be introduced depending on the nature of the course. Detailed syllabus is given in Appendix (2).

15.5   **Course Syllabus of Masters in Disability Studies (Rehabilitation Administration) – Semester wise distribution of papers - Theory and practicals, together with number of hours.**

No. of weeks per Semester   : 14 weeks

Core Course   : 65 hours per course

Support Course   : 40 hours per course

Semester	Course Code	Paper (Theory)	Hours	Paper(Practical)	Hours
Core Course	OBDR-1	Basics of Organisation Behaviour	40	Assignments	25
	OBDR-3	Human resource development	40	Cases and Institutions *Study*	25
Support Course	DR-1	I Historical, contemporary issues and problem perspectives	30	Assignments **and presentation**	10
	DR-2	Professional services and importance Values, Ethics and Human Rights	30	Visit to institutions **and report submission**	10
	SDR-2	Values, Ethics and Human Rights	30	Study cases, Seminars, presentation	10
	PM DR	Information and communication Technology	10	Lab and application and report submission	30

Semester II

Core Course	FM-1	Basics of Financial Management	40	Study of Financial Institutions and report submissions	125
	OBDR	Organizational development strategies in DR	40	Visits to institutions and report	25
	DR-4	Enabling society for adult independent living	40	Cases studies - individual And institutions, Report submissions, seminars.	25
Support Course	FM-3	Auditing	25	Observation and study of audit reports of companies	15
	SDR-1	Social capital in DR	25	Assignment, Journal Presentation	15
	PMDR-3	Institutional Studies	5	Personal Understudy and Report submission	35

Semester III

Core Courses	PMDR1	Project Planning and Monitoring	30	Using SWOT and SMAART ·Case Study of Orqanizations	35
	FM-2	Accounting	35		30
Support Courses	PM DR-2	Performance Management in disability rehabilitation	25	Study of individual and cases and submissions	15
	PM-4	Research and development	25	Observation! seminars and presentations.	15
Semester					

IV					
Core Courses	PM-6	Total Quality Rehabilitation Management	40	Submission of reports seminars journal presentation & Visits	25
	PM-5	Client relationship Management	40	Assignments Presentations Seminar Cases	25
Support Courses	DR-3	Programme planning and monitoring in Disability Rehabilitation	25	Organizing CBR Programs Presentation and Internship	15
	SA-3	Legal Aspects in disability rehabilitation	25	Presentations Seminars Cases and report submissions.	15

Project work: 3 months duration to be commenced during summer vacation after second semester and completed before the fourth semester. The Project Report has to be submitted before three months of the end of fourth semester.

ABSTRACT

SEMESTER	THEORY	PRACTICALS
I	180	110
II	175	140
III	115	95
IV	130	80
Project Work		
Total	**600**	**600**

Semester-wise Course & Evaluation Structure

Course Code	Papers	Internals marks	Exam marks	Presentations &. seminars	Practical	Total
	Semester-I					
DR-1	Historical, contemporary issues and problem perspectives	20	50	30	--	100
DR-2	Professional services and importance	20	50	10	20	100
OB-3	Human resource development	20	50	10	20	100
OB-1	Basics of organizational behavior	20	50	30		100
SA-2	Values, Ethics and Human rights	20	50	10	20	100
PM-7	Information Technoloqy	20	50	10	20	100
	Semester-II					
II SA-1	Social Capital	20	50	10	20	100
PM-3	Institutional and Individual studies	20	50	10	20	100
FM-1	Basics of financial management	20	50	10	20	100
FM-3	Auditing	20.	50	10	20	100
OB-2	Organizational development strategies	20	50	10	20	100
DR-4	Enabling adult	20	50	10	20	100

	independent living of clients					
	Semester- III					
PM-4	Research and development management	20	50	10	20	100
PM-2	Performance management	20	50	10	20	100
PM-1	Project planning and monitoring	20	50	10	20	100
FM-2	Accounting	20	50	10	20	100
	Semester- IV					
DR-3	Programme planning and monitoring	20	50	10	20	100
SA-3	Legal aspects	20	50	10	20	100
PM-6	Total quality rehabilitation management	20	50	10	20	100
PM-5	Client relationship management	20	50	10	20	100
Total	20 papers	400	1000	240	360	2000
Project work of three months duration (Viva-voce and Dissertation)						200

Semester-wise Credit Breakup

Semester	Number of Papers Theory	Number of Papers Practical	Credits Theory	Credits Practical	Credit total
I	6	4	12	4	16
II	6	6	12	6	18
III	4	4	8	4	12
IV	4	4	8	4	12

Project work	-	2	-	2	2
Total	20	20	40	20	60

17. FACUL TV REQUIREMENT

The faculty requirement has been projected based on the University regulations and taking into consideration the functional requirement.

Functional Area	Faculty	No. of Posts
Disability Rehabilitation	Associate Professor	One
	Assistant Professor	One
Organizational Behaviour	Assistant Professor	One
Project Management	Associate Professor	One
	Lecturer	One
Social Area	Assistant Professor	One

Full Time

Function	Faculty	Number	Qualification	Experience
Disability Rehabilitation	Associate Professor**	One	M.D. in PMR or / Psychiatry or Ph.D. in specific disability and/or in specific rehabilitation function	8 years teaching and research experience at Graduate and PG level in disability rehabilitation courses
	Assistant Professor**	One	Same as above	5 years teaching and research experience at Graduate and PG level in disability rehabilitation courses

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Organizational Behaviour in Disability Rehabilitation	Assistant Professor	One	M.B.A. or equivalent and Ph.D. in Organizational Behaviour or Organizational Development or Human Resource Development/\ Management	5 years teaching and research experience at Graduate and PG level in Management Courses.
Project Management in Disability Rehabilitation	Associate Professor	One	M.B.A. or equivalent and Ph.D. in Project Management or Management Science Or Cooperative Management	8 years teaching and research experience at Graduate and PG level in Management Courses
	Lecturer	One	M.B.A. or equivalent and M.Phil. in Project Management or Management Science or Cooperative Management	3 years teaching and research experience at Graduate level in Management Courses
Social Area in Disability Rehabilitation	Assistant Professor	One	M.B.A. or equivalent or M.S.W. and Ph.D. in Social Work or Sociology	5 years teaching and research experience at Graduate and PG level in Management and/or Social Work Courses.

PART TIME

Disability Rehabilitation	Assistant Professors**	Three	M.D. in PMR or Psychiatry or Ph.D. in specific disability and/or in specific rehabilitation function	5 years teaching and research experience at Graduate and PG level in Disability Rehabilitation Courses.
Financial Management	Assistant Professor	One	MBA or equivalent in Finance Management or ACA or ACWA and Ph.D. in Financial Management	5 years teaching and research experience in Management Courses

** The recruitment of Associate Professor and Assistant Professor on full time basis will be made in such a way that each post will have distinct~ specialization in one disability only. After filling the full time faculty, engagement of three part time faculty members will be done for each remaining three disabilities.

The faculty requirement has been estimated as per the University norms which is 1:2 (Teacher to student) for the entry year only. In other words the number of faculty members for MDRA course with a capacity of 12 students will be 6 for both first and second years.

SYLLABUS

Support Course

DISABILITY REHABILITATION (DR)

DR-1 Historical and contemporary issues and problem perspectives

OBJECTIVE

This course aims at providing the student with a meaningful perspective of the changing approaches to disability and disability rehabilitation, some of the landmark developments which changes the course and contemporary issues relating to rehabilitation of the disabled like enabling, mainstreaming and integrating.

COURSE CONTENTS

Unit 1: Disability

1.1   History of Disabilities

1.2   Concepts and definitions

1.3   *Child development*

1.4   Classification of various disabilities, purposes and uses of classifications Types of disabilities: Visual impairment, Hearing impairment, Locomotor disability, Mental retardation, mental illness, autism, cerebral palsy, multiple disabilities

1.5   Characteristic features of various disabilities.

1.6   Incidence and prevalence,

1.7   Etiological factors; pre-natal, natal and post natal, chromosomal aberrations and genetic errors

1.8   Associated conditions: autism, epilepsy and multiple handicaps

1.9   Prevention of disabilities

Unit 2: Rehabilitation

2.1   Goals and objectives of rehabilitation

2.2   Study of the process of rehabilitation

2.3   Multi-disciplinary approach to rehabilitation

2.3.1 Biological

2.3.2 Medical

2.3.3 Psychological

2.3.4 Educational

2.3.5 Vocational and employment

2.4   Case history taking, psycho-educational assessment, diagnostic formulations

2.5   Development of management plans for intervention

2.6   Screening and identification of people with developmental disabilities

2.7   Early intervention: definition, assessment and strategies for intervention including low cost aids and appliance

2.8   Therapeutic services, restorative techniques

2.9   Services and programmes for disabled individuals and their families in India

2.10   Code of ethics, standards of services and certification in rehabilitation and principles behind disability evaluation.

Unit 3: International Mandates

3.1   International Year of the Disabled Persons

3.2   U.N. Resolution 37/52 of 3rd December, 1982

3.3   Asian and Pacific Decade of Disabled Persons (1983-1992)

3.4   Asian Pacific Decade of Disabled Persons (1993-2002)

3.5   Biwako Millennium Framework for Action towards and inclusive, barrier free and rights bases society for persons with disabilities in Asia and the Pacific, 2002.

Unit 4: Indian Scenario

4.1   Historical perspective

4.2   Before Independence

4.3   After Independence

Unit 5: Contemporary Issues

5.1   Government policies and programmes

5.1.1 National Institutes and other apex level organizations in the area of capacity building.

5.1.2 National Handicapped Finance Development Corporation

5.1.3 ADIP Scheme

5.2   Legislations

    5.2.1   Mental Health Act (1987)

    5.2.2   Rehabilitation Council of India Act (1992)

    5.2.3   Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995)

    5.2.4   National Trust for Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disabilities Act, 1999.

5.3   NGO Movement

    5.3.1   NGO Service .

    5.3.2   Deendayal Scheme for Persons with Disabilities

5.4   Self-help groups

5.5   Disability and Technology

    5.5.1   Rehabilitation Engineering

    5.5.2   Technology in aids and appliances

    5.5.3   Science and Technology Mission Mode

DR-2 Professional Services and Importance in Disability Rehabilitation

OBJECTIVES:

This course aims at sensitizing the students on the basic components of professional services in the area of disability rehabilitation. The services in the rehabilitation area is offered in a life cycle approach starting from early intervention, early education, special education and vocational training leading to independent living. The students will be exposed to case history taking, assessment and various educational and therapeutic services offered in the area of disability rehabilitation. It is expected that this sensitization will sharpen their analytical approach in understanding the need to manage the human resources, service activities and financial requirements.

COURSE CONTENT:

Unit 1: Service values and meaning in disability rehabilitation

1.1   Concept and definitions of Vision, mission, value statement and mandate

1.2   Process and developing vision, mission, value statement and mandate

1.3   Process of developing policy documenting of the organization in various functional. Areas

1.4   Process of developing action plan

1.5   Process of developing quality improvement plans

1.6   Implementation process

Unit 2: The Rights and needs of persons with disabilities

2.1   Constitutional rights

2.2   Legal rights

2.3   Benefits and schemes available to the persons with disabilities

2.4   Obligations of professionals under RCI Act

2.5   Human rights

2.6   *Needs of the persons with disabilities of all categories*

2.7   Concept of informed client and process of choice by the persons with disability

2.8   Documentation and record keeping

Unit 3: Individual Attention to persons with disabilities

3.1   Developing policy document of individual attention

3.2   Ethical issues involved

3.3   Aligning the needs of the persons with disabilities and the available services

3.4   Referral process ***and procedure***

3.5   Monitoring and evaluation of individuals

3.6   ***Feedback to persons with disabilities and their families***

3.7   ***Counselling and guidance***

DR-3 Programme planning and service monitoring in Disability Rehabilitation

OBJECTIVES

Institutions at whatever category they are today exist in a world of developmental knowledge and technology, both of which created a need for continuous planning and developing programmes and also ensuring that they are implemented properly at optimal cost and maximum benefit. Such plans and programmes may be long-term, short-term or medium-term. Programme development and

monitoring has become part of managerial equipment. Such planning may include Manpower planning, Resource planning, developmental planning and all the other different, types of planning.

This course will attempt to familiarize the student with the process of programme planning, management and monitoring. Also there will be included a component of practical training in terms of exercises and critical analysis of programme development and monitoring. Institutional visits will also be involved.

COURSE CONTENTS

Unit-l: Programme planning

1.1   Definitions of Programme Planning,

1.2   Different types of programme,

1.3   Programme vs Projects vs Operations

Unit-2: Programme Management *on life cycle basis*

2.1   Programme Definition

2.2   *Programme preparation - prevention, early intervention, education, vocational training , employment, socialization an full participation.*

     2.2   Programme Execution

     2.3   Benefits Realisation

Unit-3 Resource Allocation Strategies, planning programmes and *constraints to* successful programme planning

3.1   Models - Centre based, community based

        Methods - Proactive, interactive, active and reactive

3.2   Impact studies - Direct (personal benefits)

        Indirect (Social benefit)

3.3   Theory of constraints and crisis management

3.4   Alternative approaches

3.5   The Consolidation Model

3.6   The Delegation Model

DR-4   Enabling Society for independent living of persons with disabilities

OBJECTIVES

This is an important area where the student is familiarized with the concepts of the total development of persons with disabilities and the role of environment. Disability is the product of not only the individual's inadequacies in the context of doing things but also is limited by the physical barriers viz., construction of buildings, roads, social and cultural perceptions and limitations making the persons with disabilities as a special and exclusive group of people. The development of disabled person is not understood only in relation to his skills but also of the person as a whole and very significantly, the enabling environment being crucial for the empowerment of the persons with disabilities. The student has to understand the concept and the values of enabling society and the need to bring a social change. The student is also exposed to the issues involved in creating an enabling society. This course prepares the student to have an applied knowledge to work towards creating enabling environment for independent living of the persons with disabilities.

COURSE CONTENTS

Unit-l Concept and values of enabling society

1.1   Origin of enabling society,

1.2   Need for enabling conditions,

1.3   Strategies for enabling conditions.

Unit-2 Right based society

2.1   Paradigm shift of disability rehabilitation from charity to rights mode, from medical to socio-medical, from transition to transformation

2.2   Obligations and mandates under constitution and UN resolutions

2.3   Social change - concept and definitions

2.4   Process *of creating enabling society*

2.5   Preparing the community for disabled friendly environment *in all areas, physical, psychological, social and work environment.*

Unit-3 Issues Involved in Enabling Society

3.1   Inclusive Society and Accessibility Issues *Including barrier free environment*

3.2   Information and communication technology

3.3   Social Security

3.4   Human Resource Development

3.5   Public and Private Partnership

3.6   *Mass media management*

Unit-4 Evolving Sustainable Strategies for *Total* Disability Management

4.1   Locomotor Disability

4.2   Visual Disability

4.3   Hearing Disability

4.4   Mental Retardation

4.5   Cerebral Palsy, Autism and Multiple Disability

4.6   *Mental illness*

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14. Beyond Disability Towards an Enabling Society - SAGE Publications, London, 2003, Edited by Gerald Hales

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ORGANIZATION BEHAVIOUR (OB)

OB-1 Basic of Organization Behaviour

OBJECTIVES

The course aims at familiarizing the students with various components of Organization Behaviour - individuals, groups their behaviour and motivational patterns. It aims at providing insights into people at work in all kinds of situations and organizations. The course tries to enhance critical analysis of organizational problems through working in and with teams. There will be theory and analysis of case studies in the field of disabilities rehabilitation.

COURSE CONTENTS

Unit 1: Introduction to Organization Behaviour
1.1   Human Behaviour at work - Individual and the work situation.
1.2   Components of organization behaviour
1.3   Role of perception in managerial activities.
1.4   Behavioural science and its impact management process
1.5   Quality of work life

Unit 2: Motivational Process
2.1   The nature of human motivation
2.2   Motivational process
2.3   Motivational theories
        2.3.1   Maslow's Need Hierarchy Theory
        2.3.2   Frederick Heizberg - The two faclio model
        2.3.3   The Expectancy Model
        2.3.4   Role of Extrinsic and Intrinsic
        2.3.5   Rewards - Theory 'X', Theory 'Y' and Theory 'Z'

Unit 3: The Native of Leadership - Power and its relationship to leadership
3.1   Leadership process
3.2   Authority, Power and Leadership
3.3   The Trait Approach
3.4   The Behavioural Approach
3.5   The Situational Approaches

Unit 4: Groups and Teams
4.1   Role and functions
4.2   Stages of group development
4.3   Role of group dynamics
4.4   Types of groups - large, small, formal and informal
4.5   Role of conflict management in groups
4.6   Group cohesiveness - factors contributing to cohesiveness

Unit 5: Organizational Change and Development
5.1   Concept of planned change
5.2   Factors contributing to resistance to change

5.3   Strategies to deal with resistance to change
5.4   O.D. process and organizational growth
5.5   O.D. process and quality improvement of human life
5.6   Role of communications

OB-2 Organization Development Strategies in *Disability Rehabilitation*

OBJECTIVES

This course makes the student understand the historical and theoretical bases of organization development practice in India and analyze organizational data and apply appropriate organization development interventions to increase managerial and organizational effectiveness. The student is made to evaluate the impact of organization development interventions and to define and explored organizations with respect to structure, process, technology, growth, culture, power/politics and decision making.

COURSE CONTENT

Unit 1: Introduction to Organization Development

1.1   Concept and definition of Organization Development
1.2   Organizational Transformation
1.3   Assumptions of organization development and their implications
1.4   Rationale for organization development
1.5   Organization development - their role
1.6

Unit 2: Managing the Organization Development Process
2.1   Role of Organization Development Consultant - a change agency
2.2   Basic skills and knowledge of O.D. specialists
2.3   Role of values in O.D. professionals - trust, openness, collaboration and helping role.
2.4   Ethical issues in O.D.
2.5   O.D. Intervention

Unit 3: Role of Organization Development Process

3.1   Professional role of O.D. practitioners
3.2   Skills/knowledge O.D. expert in the organizational contractual process.
3.3   Process of diagnosing organizations
3.4   Role of data collection and feed back mechanism
3.5   Nature of O.D. interventions and O.D. Client System Relationship

Unit 4: The Nature of Planned Change

4.1   Nature, meaning and definition of planned change
4.2   Models and Theories of planned change
4.3   Need for change, benefits of change, implications of change
4.4   Action research and quality improvement
4.5   Individual, group and inter-personal interventions - their role

Unit 5: Managing Change and Resistance to Change

5.1   Nature of change and its impact on organizations *in disability rehabilitation*
5.2   Need for preparing a blue-print for organization change *in disability rehabilitation*
5.3   Facilities contributing to resistance to change *in disability rehabilitation*
5.4   Action plans and strategies for deal with resistance to change *in disability rehabilitation*
5.5   Power politics and O.D. *in disability rehabilitation*

OB-3 Human Resource Development *in disability rehabilitation*

OBJECTIVES

This course provides students with the understanding of organization theory, organization development and structure through the use of cases and examples of real life situations in organizational settings and to effectively analyze complex and challenging questions of organization change and design through multiple perspectives. Important inputs in HR like recruitment, selection, performance appraisal system, career planning, training and retention, etc. will be covered for the student to function as an efficient manager in his field. This equips the student with both the theoretical concepts and practical techniques in conducting/coordinating need based training programmes.

COURSE CONTENT

Unit 1: Introduction to Human Resource Development *in disability rehabilitation*

1.1   Concept and meaning of HRD
1.2   Distinction between personnel Management and HRM and HRM and HRD
1.3   Key issues involved in Human Resource Management
1.4   Objectives of HRM
1.5   Functions of HRM and HRD

Unit 2: Planned Development of Human Resource in Organizations *in disability rehabilitation*

2.1   Concept of manpower/Human Resource Planning
2.2   Basic philosophy of HRM
2.3   Quality of work life (QWL)
2.4   Concept and significance of career planning and career development
2.5   Contribution of HRD to other functional departments

Unit 3: Human Resource Development Process *in disability rehabilitation*

3.1   Job Description, Job Specifications
3.2   Job analysis and job evaluation
3.3   Job designing, Job restructuring, Job rotation, Job enlargement and Job enrichment
3.4   Role and functions of personnel chiefs and H.R. department
3.5   Relationship of H.R. Department with other functional departments
3.6   Performance evaluation of employees

Unit 4: Employee Training and Development *in disability rehabilitation*

4.1   Significance of training
4.2   Determination of training needs
4.3   Training plans and training strategies
4.4   Methods/Forms of training
4.5   Evaluation of training

Unit 5: Employee Welfare and Industrial Relations *in disability rehabilitation*

5.1   Significance of employee welfare and its contribution to organization
5.2   Employee discipline – Causative Remedial and preventive factors of employee disputes
5.3   Grievance machinery and its management
5.4   Collective bargaining process
5.5   Emerging trends in Employee-Employer Relations

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13   Decenzo and Robbins (1998) Human Resource Management, John Wiley.
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PROJECT MANAGEMENT *DISABILITY REHABILITATION* **(PM** *DR)*

PM-1 Project planning and monitoring

OBJECTIVES

This course provides an understanding of the total approach of project planning, monitoring and evaluation including the various phases of a project. It also equips the students with the techniques for attaining the goals of a project-in relation to the parameters of time, cost and performance conflict resolution. The student would be having both theoretical and practical component. He will have to study a project and analyse the project in relation to the different procedures of project management.

COURSE CONTENT

Unit 1: Introduction to project Management

1.1   Concepts and principles
1.2   Project life cycles
1.3   Definitions
1.4   Elements

Unit **2:** *Community Based Rehabilitation*
          a. Community Based Rehabilitation
          b. Special settings
          c. Inclusion
          d. Convergence
          e. Financial viability ,
          f. Economic feasibility
          g. Social feasibility

Unit 3: Environmental Impact Assessment (EIA)
3.1   Definition
3.2   Types
3.3   Guiding and operating principles of EIA
3.4   Stages of EIA
3.5   Costs involved with EIA
3.6   Benefits of EIA

Unit 4: Social Impact Analysis

4.1   Implications of social impact analysis
4.2   Cost and Benefit Analysis
4.3   Ranking of projects

Unit 5: Project Implementation and Planning

5.1   Parameters of time
5.2   Cost and performance

5.3   Conflict resolution
5.4   Project initiation
5.5   Work breakdown
5.6   Structure-task assessment
5.7   Responsibility assignment
5.8   Resource planning
5.9   Resource leveling
5.10   Activity oriented schedules

Unit 6: Project costing
6.1   Reducing project duration
6.2   Monitoring and control project reporting
6.3   Measurement of programmes
6.4   Cost control
6.5   Project cost accounting

PM-2 Performance Management *in Disability Rehabilitation*

OBJECTIVES

Performance appraisal and evaluation and management as today become a core managerial function. This course will introduce the student to the basics of performance appraisal and management both individual and institutional. Student will also be introduced to specific techniques appraisal including PERT and interventions like feedback and performance and counsel.

COURSE CONTENTS

Unit-l: Basics of performance management

1.1   Performance management
1.2   Performance planning
1.3   Defining objectives and performance standards
1.4   Performance management process

Unit-2: Performance Appraisal

2.1   Measuring performance
2.2   Job description and job analysis in performance management
2.3   Appraisal forms and formats
2.4   Conducting performance reviews and improving performance

Unit-3: Managing performance throughout a year
3.1   Need and importance
3.2   Performance rating
3.3   Appraisal interview, performance feedback, counselling & coaching

Unit -4 Improving performance

4.1   Managing organisational performance

4.2   Managing team performance
4.3   Personal development planning
4.4   Performance management and pay
4.5   Developing performance management

Unit-5: Techniques of appraisal
5.1   360 degree feedback appraisal- its implications and success rate
5.2   Management by objectives
5.3   Balanced Score card
5.4   H RD score ca rd
5.5   Appraisal practices in Asian countries

PM - 3 **Institutional and Individual studies** *in Disability Rehabilitation* - *A personal understudy work.*

OBJECTIVES:

The purpose of this paper is to build into the students the necessary sensitivity followed by awareness and knowledge of what is in practice in the sphere of disability rehabilitation. This will bridge the gap between the expectation and actual scenario. This information can be evaluated at a qualitative level in terms of persons with disability and the institutions. This will also help them to take up the necessary corrections on the system and structure. The students will be exposed on the requirements of proper feed back to enable th4em for SWOT analysis leading to their professional competence at the level of persons with disability, their family and on the institutions. This is *will be a personal understudy course.*

COURSE CONTENTS
- Identification of Institutional and Individual studies favourable and unfavourable outcomes
- Conducting preliminary studies based on the secondary data – history of rehabilitation process
- Developing relevant hypothesis and outcome attributes
- Undertaking and executing comprehensive investigation of the client
- (PWD) of the institution.
- Preparing reports emphasizing the inferences emerging and projecting implications for action.

PM-4 Research and Development Management *in Disability Rehabilitation*

OBJECTIVES

Any individual or institution to progress in their respective field should know about research and development. The aim of this course is to help students develop a strong conceptual knowledge on the basics, tools and techniques, technological innovations and the changes in technology. In the field of rehabilitation also, there are lot of technological innovations taking place, which the student should be familiar so as to provide good client services and be on par with other similar institutions in the field. The course also provides knowledge on technological change and how it *affects* competition between new and existing organizations. It makes the student understand on how to build an innovative organization and about innovation across organization boundaries.

COURSE CONTENTS

UNIT-1 - Introduction
1.1   Review of research
1.2   Review of application of statistical tools
1.3   Research protocol
1.4   Preparation of synopsis.

UNIT -2: Knowledge Culture
1.1   Skill and technology
1.2   Knowledge management
1.3   Technology development
1.4   Management studies

UNIT -3: *Innovation*
2.1   Invention, innovation and competitive advantage
2.2   Value of technological innovation

UNIT -4: Patterns of technology.

3.1   Innovating and competing in technology
3.2   Intensive industries
3.3   Managing technological transitions
3.4   Profiting from innovation

UNIT-5: Managing technology with firms.
4.1   Investing in R&D capabilities
4.2   New product development strategy
4.3   New product development teams
4.4   Managing creativity and learning

PM-S Client Relationship Management *in Disability Rehabilitation*

OBJECTIVES

The clients in the field of disability rehabilitation are varied in nature. They are spread across the different boundaries of state, national and international levels. Then there are rural and urban clients whose needs keep changing according to their necessity. This course aims at developing understanding through concepts and techniques for establishing and maintaining genuine, personal relationships with the clients-based on their personality, needs, merits and expectations. It provides an in-depth understanding of what clients actually mean to the organisation; and conversely, what an organisation means to an individual client for long term success.

COURSE CONTENTS

Unit-l Nature of Institution
1.1   Client relation
1.2   Professional and client relation

Unit-2 Changing nature of Institution

2.1   Economics of client relationship building
2.2   Building long term relationship

Unit-3 Identifying relationships at risk

3.1   Measuring the equity in client relationship

Unit-4 Extending client relationships

4.1   Extending the concepts of relationships
4.2   Managing client relationships

PM-6 - Total Quality Rehabilitation Management *in Disability Rehabilitation.*

OBJECTIVES

The course tries to understand the importance of quality in the success of an organisation and equip the students with capability to develop, design and produce a product or service which satisfies the client in disability area. It also emphasizes the need to imbibe a quality culture in the rehabilitation field to provide the best services to its clients.

COURSE CONTENTS

Unit-l: Evaluation of the concept quality management

1.1   Pioneering in the field
1.2   Quality, Education, training and evaluation
1.3   TQM Philosophy
1.4   Cost considerations in the quality management
1.5   Capabilities
1.6   Assessed capabilities and processed capabilities Created evaluation
1.7   HRD in total quality management

Unit-2: Total quality tools
2.1   Benchmarking
2.2   Renewal and re-energizing-continuous quality improvement
2.3   Process capability
2.4   Concept of benchmarking and setting targets

Unit-3: Costs of Quality

3.1   Internal and external costs-Taguchi loss function
3.2   Cost considerations in total quality management
3.3   Quality culture-employee empowerment-leadership for quality education and training

Unit-4: Evaluation and ISO Certification
4.1   *Evaluation of certification*

4.2 *Process of quality evaluation*
4.3 *Process of ISO certification*
4.4 *Create quality environment*
4.5 *Processes and methods*
4.6 *Preparation of quality manuals*

PM-7 Information *and Communication* Technology *in Disability Rehabilitation*

OBJECTIVES

One cannot underestimate the importance of Information Technology in the functioning of an organization. This course aims at creating an awareness among the students regarding the importance of IT in the functioning of an organisation and to make the student conversant with the basics of computer, its application, managing data and files, Internet and introduction to the Web. These help the student to function better in the daily administration and keep a track of the changes in the technology. Field of disability rehabilitation is also adapting to the changes in the technology and applying it for better results and satisfaction of their clients. Both theory and applications of computers are dealt in this course.

COURSE CONTENTS

UNIT -1 Information Technology:

1.1   Introduction,
1.2   New Developments,
1.3   Information Systems,
1.4   Software and data, Application of IT in Business & Industry, Home, Education & Training Entertainment & Arts, Science, Engineering and Math

UNIT-2 Communication
2.1   The Electronic Web: Network Applications: Fax, voice, Information Services, Person to person Communication, Group Communication; LAN : Architecture, System; Introduction to WAN; Link between Networks: Devices & Media, Protocol and dial up access.

UNIT -3 IT -Application

3.1   MS Suite: MS Office - Wort/, Excel, Access, Powerpoint, etc.
3.2   MS Access: Creating database, adding, editing and moving records; Querying: Creating, Saving and Editing;
3.3   Creating and Using forms; Creating and Printing Reports; Managing Data and Files.

UNIT -4: Web utilities and application

4.1   World Wide Web: Introduction, Web access through on-line services, Using Web Browser, Wearing a better Web.
4.2   Internet and Intranet: Meaning of internet; Difference between the Internet and Intranet; Introduction to TCP/IP;
4.3   Setting up an intranet, what is internet addressing, IP address; types of internet connections,

sending and reading e-mails
4.4　　　Practical on Internet access to :
　　　　Create E-mail address
　　　　Perform transactions
　　　　Send & receive messages
　　　　Use of search engines

SUGGESTED READINGS

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2. Patel, B.M., (2000) Project Management, Vikas publishing house
3. Rea K.P.,and Leintz,B.P. (2001) Breakthrough technology project management, Academic Press.
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5. Rao,T.V.,Vijayalakshmi, M.,Raju Rao, (2000) 360 degree feedback and performance management systems, Excel books.
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FINANCIAL MANAGEMENT (FM)

FM-1 Basics of Financial Management

OBJECTIVES

Though the rehabilitation organization are mainly service oriented, there is a need for the professional to have working knowledge about the finance and budgeting. This course aims to develop knowledge of financial system, financial institutions and basic concepts/techniques of finance. It develops understanding of financial statements and techniques of financial statement analysis. The student will have to make a study of some institutions with reference to the financial management and prepare a report.

COURSE CONTENT

Unit 1: Financial Management

1.1   Nature and scope of financial management
1.2   Finance and economics
1.3   Finance and accounting
1.4   *Cost benefit analysis*
1.5   Finance and other disciplines
1.6   Meaning and purpose of financial management
1.7   Types of ratio analysis
1.8   Leverage or capital structure ratio
1.9   Return on investments
1.10   Return on capital employed
1.11   Return on assets

Unit 2: Capital Structure and Dividend Policy

2.1   Corporate Finance
2.2   Theories and factors
2.3   Theories and components of capital structure
2.4   Optimum capital structure formulating
2.5   Determinable fact of capital

Unit 3: Taxation and Tax Planning
3.1   Meaning of an organization in the context of Income Tax Act.
3.2   Methodology to compute tax
3.3   Various aspects of tax planning

Unit 4: Dividend Policies
4.1   Capital budgeting
4.2   Meaning of capital budgeting
4.3   Components and classification of capital budgeting
4.4   Capital budgeting risks
4.5   Risk analyzing in capital budgeting

4.6   Long term source of capital finance

Unit 5: Planning, Financing and Working Capital Management

5.1   Essentials of working capital management in enterprises
5.2   Characteristics and determinant of working capital
     a.   Source of working capital finance and their implications for firm management
     b.   *Accessing grant-in-aid from Govt. of India and State Govt. and funds from other sources.*
     c.   *Preparation of Project Proposals*
     d.   *Mobilizing funds through various sources by various methods.*
     e.   Cash management and planning

FM-2 Accounting

OBJECTIVES

The course enables the student to understand the basics of accounting and the developments in accounting. The aim is that student gains comprehensive understanding of all aspects relating to external financial reporting practices and expert knowledge of the professional standards, principles and procedures of accounting, and their application to different practical situations

COURSE CONTENT

Unit 1: Meaning, Purpose and Concept of Accounting
1.1   Transactions - Definition and classification
1.2   Nature, scope and objectives of accounting
1.3   Accounting as an information system
1.4   Users of accounting information
1.5   Purchases, purchase return, sales and sales return books

Unit 2: Financial Statements
2.1   Meaning and purpose of financial statements
2.2   Profit and loss accounts
2.3   Financial accounts of non-profit organizations
2.4   Meaning and term of convertable debentures
2.5   Ratio analysis and interpretations

Unit 3: Principles of Accounting
3.1   Accounting equation
3.2   Accrual concept
3.3   Other concepts and conventions
3.4   Distinction between capital and revenue expenditure
3.5   Accounting standards and their application
3.6   Accounting standards relating to fixed assets
3.7   Depreciation
3.8   Inventory
3.9   Recognition of revenue

Unit 4: Receivable and Management
4.1   Nature and attributes of accounts receivable
4.2   Objective and scope of receivable management
4.3   Aspects of credit policy
4.4   Credit analysis
4.5   Effectiveness of credit management

Unit 5: Final Accounts
5.1   Final accounts of sole proprietors
5.2   Partnership firms
5.3   Limited companies
5.4   Profit organization
5.5   Accounting treatment of convertible debentures
5.6   Analysis and interpretation of financial statement
5.7   Ratios relation to short term liquidity, long term solvency and profitability
5.8   Importance of the rate of return on investment (ROI) in evaluating the overall performance of a business
5.9   Entity cash flow statement and statement of source and application of funds

Unit 6: Developments in Accounting
6.1   Interim reporting
6.2   Segment reporting
6.3   Value added statement
6.4   Economic value - added statement Corporate social reporting
6.5   Human resource accounting

Unit 7: Funds Flow Analysis
7.1   Meaning and purpose
7.2   Sources and use of cash
7.3   Preparation of cash flow statement

Unit 8: Managerial Finance
8.1   Meaning and scope of managerial finance
8.2   Importance of managerial finance
8.3   Role of information technology
8.4   Financial planning and control
8.5   Computer application and financial management
8.6   Project formulation and evaluation
8.7   Basics of foreign exchange
8.8   Introduction to global financial market
8.9   Raising money abroad
8.10   Structure of financial institutions

FM-3 Auditing

OBJECTIVES

The course tries to familiarize the trainee with the theoretical components of auditing i.e., nature, objectives and basic principles of auditing. The idea is not to make him an auditor but enable him to

plan an audit, prepare audit programmes and give inputs about the basic principles and techniques of auditing. The student is familiarized about the internal and management audit to perform effectively. The student has to study and observe the audit reports of different voluntary orgainsations and make the analysis.

COURSE CONTENTS

Unit-l: Introduction to Audit

1.1   Nature
1.2   Objectives
1.3   Basic principles of auditing.

Unit-2: Types and Importance of Audit

2.1   Internal
2.2   External
2.3   Statutory
2.4   Audits of specific functional areas
2.5   Management and organizational audit

Unit-3: Techniques of Auditing

3.1   Physical verification
3.2   Examination of documents and vouching,
3.3   Direct confirmation
3.4   Analytical review
3.5   Test checking and sampling

Unit-4: Audit Plan

4.1   Planning of an audit
4.2   Audit programmes
4.3   Working papers,
4.4   Audit process.

Unit-5: Audit Report

5.1   Organising audit work
5.2   Interaction with people in' organization and understanding work process
5.3   Checklist preparation
5.4   Audit Report preparation

SUGGESTED READINGS
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SOCIAL AREA (SA)

SA-1: Social Capital *in Disability Rehabilitation*

OBJECTIVES

The course aims at providing and understanding the concept and idea of social capital, its implication for society and its importance in rehabilitation services and also functioning of voluntary organization.

COURSE CONTENTS

UNIT -1 Social Capital

1.1   Social theory and social structure
1.2   Concept and characteristics
1.3   Origins and application in modern society
1.4   Social capital in the creation of human capital in the field of disability
1.5   A paradigm for social capital

UNIT -2 Social Capital – NGOs

2.1   Leveraging social capital in NGO's
2.2   Social capital in the organisation
2.3   Social capital outsides the organisation
2.4   Virtual communities and social capital
2.5   Perspectives on social network

UNIT -3 Social Capital, Intellectual Capital and the Organisational advantage

3.1   Concept and definition of intellectual capital
3.2   Dimensions of intellectual capital
3.3   Creation of intellectual capital
3.4   Social capital, exchange and contribution
3.5   Social capital, intellectual capital and the organizational advantage

SA-2 Values, Ethics and Human rights *in Disability Rehabilitation*

OBJECTIVES

All individuals and organizations have values, whether they are explicit or not. Values determine how people behave and interact with each other and with the outside world. This course makes the student understand his role as an administrator and link his values to the organizations goals and

actions. Values and ethics are not merely statements of behavioural aspirations but a guide and important part of how the work is done everyday. In the field of disability rehabilitation, organizations are dealing with clients who are being provided professional services which are usually done by the people at different levels. Only when the values and work ethics is articulated clearly, it will be visible in the actions. This course aims to inculcate in the student ethical values in personal and professional lives. The course also tries to equip the student with the human rights with special emphasis on the fundamental rights of *persons with* disabilities

COURSE CONTENTS

UNIT -1 : Values and Ethics

1.1   Ethics and morality
1.2   Issues and perspectives

UNIT -2 Sources of ethics and values
2.1   Holistic human values

UNIT -3 Managerial and corporate *ethico-morality*
3.1   Ethics for individual motivation
3.2   Work ethics plus ethics in work
3.3   Values for Indian Manager -Ethico Moral Management-from self to self

UNIT -4 Leadership behaviour and transformation

7.1   Transforming work ethics *Promoting work ethics*

UNIT -5 Ethics and Laws

5.1   Application of ethical values in organizational decisions
5.2   Unfair practices in organization *and its effects on organizational performance*
5.3   Ethical issues and advertisement

UNIT -6 Human Rights in India: the constitutional and legal framework in India
6.1   Universality verses Particularity
6.2   Theories of Rights
6.3   Natural Rights Theory
6.4   Legal/Positive Theory of Rights
6.5   Sociological Theory of Rights
6.6   Cultural Theory of Rights
6.7   Historical development of Human Rights in India

SA-3 Legal aspects *in Disability Rehabilitation*

OBJECTIVES

There has been a lot of changes in the disabilities rehabilitation policies and legislations in the last few years in our country. There are various policies and laws in relation to education, health, employment and welfare. This course equips the student with theoretical inputs on legal aspects

related to the disabilities, develop legal skills, provide substantive and procedural knowledge and get a measure of the extent of protection law affords to the rights, duties and interests of the disabled members of the society. The student will also study certain specific cases related to this field for better understanding.

COURSE CONTENTS

Unit-l: Law: concepts and functions

1.1 Concept and development of human rights
1.2 Fundamental rights of people with disability
1.3 Legal aspects of various disabilities

Unit-2 Laws in Disability Area:

2.1 Constitution of India
2.2 Lunacy Act, 1912
2.3 Mental Health Act, 1987
2.4 Rehabilitation Council of India Act, 1992
2.5 Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995
2.6 National Housing Finance Development Corporation
2.7 National Trust for Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disabilities Act, 1999.
2.8 Biwako Millennium Framework for Action
2.9 United Nations Declaration, 1975
2.10 Rehabilitation Policy
2.11 Education Policy
2.12 Planning Commission
2.13 Five years plans

2.14 *Disability Laws in USA, European, Asia Pacific African Countries*

Unit-3 National and state policies
3.1 Education
3.2 Employment and welfare of persons with disability

Unit-4 Central and state governments concessions and benefits

4.1 Grant-in-aid
4.2 Social benefits

Unit-S Organization of new *services*

1.1 *Day Care*
1.2 *Residential*
1.3 *Vocational*
1.4 *Community Based Rehabilitation* **1.5** *Outreach*
1.6 *Fitment workshop*

1.7 *Information center*
1.8 *Training centres*
1.9 *Research project*
1.10 *Special school*
1.11 *Integrate*
1.12 *Inclusive*

Unit-6: International agencies

6.1   International League of Societies for Mental Health
6.2   World Health Organization
6.3   American Association of Mental Retardation
6.4   World Bank
6.5   United Nations Development Programme
6.6   United Nations Education and Scientific Cooperation

Unit-7: Schemes on disability

7.1   National Programme for Rehabilitation of Persons with Disabilities,
7.2   National Handicapped Finance Development Corporation,
7.3   National Open School
7.4   Other Government Schemes

Unit-8: Social security in the field of disability
8.1   Concept of Social Security
8.2   Concept of Indian Scenario
8.3   Concept of International Scenario
8.4   Concept of Private participation in social security area
8.5   Contribution of United Nations in the development and implementation of human rights and its effect on Social Security
8.6   Role of National Commission for Persons with Disabilities in Social Security.

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13. The Mental Health Act 1987
14. Rehabilitation Council of India Act 1992
15. Persons with Disabilities Act 1995
16. National Trust Act 1999
17. Indian Penal Code, 1860
18. Indian Contract Act, 1872
19. The Hindu Minority and Guardianship Act 1956
20. Guardians and Wards Act 1870