

# GUIDELINES FOR MANAGEMENT SKILLS ORIENTATION PROGRAMME

[revised as per decisions taken at 118<sup>th</sup> meeting of TEFC held on 15.03.16, which are duly approved at 236<sup>th</sup> meeting of Council held on 29.03.16 & 30.03.16]

## 1. Introduction

- As per Regulation 50(b) & 46AB(b) of the Company Secretaries Regulations, 1982, attendance and successful completion of Management Skills Orientation Programme (MSOP) designed by the Institute for a period of 15 days is compulsory in respect of candidates completing the final or Professional Programme examination on or after June 1986. With effect from 1st April, 1987 every candidate irrespective of possessing any secretarial experience or having passed the final or Professional Programme examination in any session is required to undergo the fifteen days Management Skills Orientation Programme, as a prerequisite for admission as an Associate Member.
- While the candidate passing the Company Secretaryship Examination, acquire good theoretical knowledge base, they need to have some exposure in practical perspective of profession also which is essential for them for their future career. MSOP provides opportunities to them to have an interaction with experienced faculty and senior members of this profession, which will enhance the candidates' self confidence prior to their becoming full fledged members of the Institute of company Secretaries of India (ICSI).
- Provisions of the MSOP guidelines shall be applicable to all MSOPs organized at all locations across the country.

## 2. Objectives of MSOP :

The main thrust of MSOP is:

- i. To appraise the candidates with various practical and procedural aspects of the Company Secretaries responsibilities.
- ii. To give first hand exposure to few topics of general management.
- iii. To build a bridge between knowledge acquired and its application in actual work situation.
- iv. To provide exposure in the areas of corporate management and build commercial orientation and problem solving approach.
- v. To develop the leadership qualities, inter personal relations, team spirit and sharpening of skills in decision making.
- vi. To develop a mind set for excellence in rendering professional services.
- vii. To groom them to become an integrated corporate manager.
- viii. To appreciate strict observance of the Code of Conduct and professional ethics under all circumstances.

## 3. Organization of the programme

- i. MSOPs are to be organized by Institute's Head Office, CCGRT, Regional Councils and A+ & A Grade Chapters.
- ii. Regional Councils and A+ & A Grade Chapters shall not further delegate organising MSOP.
- iii. Regional Councils and A+ & A Grade Chapters shall also not organise MSOP outside the municipal limits of its seat of office without prior written approval of Secretary / Chief Executive of the

- Institute.
- iv. The programme shall be conducted in accordance with these guidelines and further advisory & instructions issued from time-to-time and subject to the overall superintendence and control of Directorate of Training.
  - v. MSOP being a program under the absolute control and discretion of the Head Office of ICSI, all provisions of these MSOP guidelines read with further advisory & instructions issued from time to time by the Directorate of Training or the Chairman of TEFC of the Institute shall be complied with and adhered to by the organiser in letter & spirit strictly and no deviation from the same shall be accepted without prior approval from Secretary/ Chief Executive of the Institute.

#### **4.Frequency of the programme**

- i. At least one MSOP should be conducted by each Regional Council within one month from the date of declaration of results. Further, more batches may be organised at the discretion of the respective Regional Council(s).
- ii. Each A+ & A Grade Chapter is expected to organize at least one programme every year. Further, more batches may be organised at the discretion of the respective A+ & A Grade Chapter(s).
- iii. All MSOP should be conducted on self-sustained basis. The Institute's headquarters will not reimburse any deficit incurred in organizing the programme.

#### **5. Announcement of MSOP**

- i. Concerned Regional Councils/ Chapters should make arrangement for announcement of MSOP to be uploaded on ICSI website for wider publicity.
- ii. Concerned Regional Councils/ Chapters shall arrange to place the schedule of MSOP on the child portal of their respective regional council/chapter also.
- iii. Concerned Regional Councils / Chapters shall arrange to place/circulate the MSOP date(s)
  - At Notice Board of their respective Offices
  - To the candidates through bulk mail/ SMS with the help of Directorate of IT
- iv. For wider publicity, concerned Regional Councils/ Chapters may send a copy of the announcement regarding the holding of the MSOP to the Directorate of Academics, for publishing the same in the Institute's Journal '**Chartered Secretary**' at least two months before the commencement of the programme in the prescribed format.
- v. The schedule of MSOP dates proposed to be conducted during the calendar year should be fixed and intimated to Head Office by the end of February every year by each centre conducting MSOP. The Directorate of Training on receipt of intimation from the Regional Councils/ A+ & A Grade Chapters would compile and arrange to get it published in "Chartered Secretary Journal" and "Student Company Secretary" bulletin and also place the same at Institute's website for information of all concerned. The fixing of the dates beforehand would not only enable the Regional Councils / Chapters to plan the programme adequately but also facilitate the intending participants to plan their schedule well in advance.

- vi. In case the Regional Councils, A+ & A Grade Chapters considers it absolutely necessary to change the dates already fixed, due to any reason, it must immediately keep the Directorate of Training duly informed.

## **6. Number of Participants**

- i. Keeping in view the need for effective interaction and participation, not exceeding 50 candidates should be enrolled for each batch of MSOP.
- ii. 05 (five) additional candidates can be taken by respective RCs & Chapters after taking specific approval on case to case basis from Secretary/Chief Executive of the Institute on recommendation of Programme Co-ordinator of the respective Regional Council/ Chapter.
- iii. For taking the additional candidate, any one of the following criteria must be fulfilled and candidate concerned is required to submit documentary evidence in support of the same:
  - i. Marriage of female candidate.
  - ii. Candidate has received job offer, for which he/she is in urgent need of membership number.
  - iii. Outstation candidate with bonafide reasons.
  - iv. Any other emergency situation which is found convincing.
- iv. MSOP need not be organized if the number of candidates seeking enrolment of the programme is expected to be less than 20(twenty). In case the respective Regional Council/ Chapter would still like to go ahead with less than 20 (twenty) candidates, it can do so with the prior approval in writing from institute's Secretary/ Chief Executive.

## **7. Eligibility Criteria for admission in MSOP**

Only such Final/ Professional Programme passed candidates are to be allowed to undergo MSOP, who have already completed rest all training requirement to become member of the Institute (except 15 days specialized training) or have been granted exemption from the same from the Institute.

## **8. Outstation candidates**

It would be a good gesture if the outstation candidates are helped for their stay arrangements at moderate rates and also guided in booking their return journey. Regional offices/Chapters may also help the candidates to locate good stay arrangements. It is to be noted that providing/assisting for stay arrangement(s) are not the part of the MSOP fees, more specifically for non-residential MSOPs.

## **9. Fee**

- i. MSOP Fees: upto Rs.7500/- per candidate {i.e. including tea, snacks and cost of e-library subscription for one year} but exclusive of cost of lunch.
- ii. Serving lunch is optional. Concerned Regional Council / Chapter may decide whether they wish to serve lunch to participants or not. If lunch is being served, it should be working lunch, chargeable to participants on cost to cost basis.
- iii. Cost of annual subscription of e-library should be restricted to Rs.500/- per year per candidate.
- iv. The cost of e-library is to be deposited in Institute's Headquarter account by the respective Regional Council/Chapter within 15 (fifteen) days from the end of the respective MSOP Batch. The participants may be given the MSOP modules in hard/soft version. E-library subscription

may be given to the participants instead or in addition to the MSOP modules or the Institute may also give publications/books worth Rs.500/- per participant to the MSOP participants in place of MSOP modules.

- v. If a candidate gives 3 (three) working days notice in advance about his/her inability to attend the programme for which the student has enrolled himself/herself, then there shall be no forfeiture of MSOP fees and lunch cost (if any).
- vi. If candidate does not give minimum 3(three) working days notice in advance about his/her inability to attend the programme, his/her 50% fees shall be forfeited. The same will not be applicable if any candidate is taking transfer of his candidature from one RC/Chapter to another for which the concerned RCs & Chapters have agreed. The remaining 50% MSOP fees which is to be returned/refunded to the candidate, shall have to be refunded by the respective Regional Council/ Chapter within 15(fifteen) days from the date of the withdrawal of the candidature. It is to be noted that the cost of lunch, if deposited by the participant, be returned/refunded in full without any deduction by the respective Regional Council/ Chapter, together with the refund of 50% MSOP fees as mentioned above.
- vii. In exceptional cases with the approval of Secretary / Chief Executive of the Institute the forfeiture of fees can be waived-off.
- viii. All remittances received from candidates regarding MSOP may be retained by the respective RCs & Chapters (except the component of cost of e-library which they are to transfer to Institute's HQ, as mentioned above).

#### **10. Honourarium payable to faculty:**

Any amount between the range of minimum Rs. 1500/- up to maximum Rs. 3000/- for each session of 3 hours duration. Higher rate of honorarium may be considered to be paid by the respective RCs & Chapters, if they so desire.

#### **11. Duration**

The duration of the programme shall be 15 working days. During the duration of MSOP if any Sunday and gazetted holidays comes, it may be treated as off day. Due to any operational difficulties or non-availability of faculties, if required the MSOP can also be conducted on Sunday and gazetted holidays.

#### **12. Selection / Approval of faculty :**

- i. RCs/Chapters will create a databank of faculties available at their end for respective topic. Initially respective RCs & Chapters shall include the names of all faculties who had been taking sessions in MSOP at their end during last three years and if their total of percentage of "excellent" and "very good" is equal to or more than 60%.
- ii. Summary of faculty feedback of last three MSOP batches are to be placed at next meeting of the respective Regional Council / Managing Committee of Chapter.
- iii. Regional Council & Chapters may include in such Data bank, names of other proposed faculties also. In developing such Data bank of faculties, the Regional Councils & Chapters must consider the following positive attributes – excellent communication skill, sound technical knowledge or subject matter expertise, track record of ethical and good behaviour. Persons who are being considered to be taken as faculty for MSOP should have minimum 5 years post qualification experience. The names of faculty who are added in databank afterwards, are to be approved by

Chairman of respective Regional Council/Chapter or Chairman of TEFC of respective Regional Council / Chapter in consultation with the Programme Co-ordinator.

- iv. In case of new faculty, pre-screening of presentation of faculty may be done.
- v. A person shall not be eligible for appointment as a faculty, if:
  - a) He is of unsound mind and stands so declared by a competent court.
  - b) He has been convicted by a court of any offence, whether involving moral turpitude or otherwise, and sentenced in respect thereof to imprisonment for not less than six months and a period of five years has not elapsed from the date of expiry of the sentence.
  - c) An Order issued by the Institute of Company Secretaries of India implicating the person for professional misconduct or other misconduct under the provisions of the Company Secretaries Act 1980 read with The Company Secretaries (Procedure of investigations of Professional and other misconduct and conduct of cases) Rules 2007 and a period of five years has not elapsed from the date of expiry of the Order.
- vi. Only such faculties whose names are available in the approved databank are to be engaged as faculty in MSOP.
- vii. Based on feedback received from participants, only such faculties whose average marks would be 30 or more are to be repeated in next MSOP. If it is less than 30, then they are to be replaced. But before replacing any faculty, he/she should be given opportunity to prove his/her performance in minimum two MSOPs and if still his/her feedback does not improve, then such faculty should be replaced.
- viii. After every batch all such faculties who have not got feedback as per the required level are to be apprised about their feedback.

### 13. Timings

Ordinarily the following time schedule shall be followed:

#### First Day

Inaugural session : 9.30 AM to 10.30 AM  
Tea Break : 10.30 AM to 10.45 AM  
Address by Programme Co-ordinator : 10.45 AM to 11.00 AM  
Morning Session : 11.00 AM to 02.00 PM  
Lunch Break : 2.00 PM to 2.45 PM  
Afternoon Session : 02.45PM to 05.45 PM

#### On all other days

Morning Session : 10.00 AM to 01.00 PM  
Afternoon Session : 02.00 PM to 05.00 PM  
Lunch Interval : 01.00 PM to 02.00 PM  
Morning Tea Interval : 11.30 AM to 11.45 AM  
Afternoon Tea Interval : 03.30 PM to 03.45 PM

Keeping in view the need to have inbuilt flexibility and to countenance local exigencies, MSOPs may be conducted between 8.00 AM to 8.00 PM, subject to fulfilling all other requirements in regard to the

conduct of MSOPs.

#### **14. Attendance**

- i. Attendance on all the days for all the sessions is compulsory for obtaining the certificate of completion.
- ii. Head of the Directorate of Training the Institute on specific recommendation of the Programme Coordinator may in deserving cases allow leave of absence for not more than two days to a candidate on receipt of application for granting of leave in writing from the candidate mentioning the valid reason for the same.
- iii. Leaves can be granted only on the basis of any one of the following reasons:-
  - i. Medical illness supported by medical certificate.
  - ii. Candidate is showing interview letter for job.
  - iii. Any other emergency situation which may be found convincing.
- iv. No leaves shall be allowed on first day & last day of MSOP, except in extremely compelling cases, the decision of which will be with the Head of the Directorate of Training of the institute.
- v. In case a candidate is unable to attend MSOP for full 15 days at a stretch, he/she can attend the balance period by paying the fee proportionately for the remaining number of days of MSOP at any of the subsequent MSOPs at any place across the country as per his/her convenience.
- vi. If any student is absent during the program for more than 2 days, in such case he/she will be required to attend MSOP for total number of days of absence in any subsequent MSOPs at any place across the country.

#### **15. Dress Code**

- i. For male participants: On Inaugural day of the program, Valedictory session and day of Project report presentation, participants should wear full sleeve white shirt + dark colour trouser + matching tie. During winter seasons, participants may also wear suit. On rest all days of training, they are to come in formal dress.
- ii. For female participants: Formal dress.

#### **16. Venue**

The programme should be held at a place which is free from noise and interference and which has reasonably good physical facilities necessary for serious study and interaction. The following points need to be specially checked:

- a. The place is easily approachable;
- b. The environment is neat, congenial, respectable, peaceful and free from noise and interference;
- c. The chairs for the faculty and the participants are comfortable. If the chairs are not properly cushioned with arms support, the participants would find it difficult to sit for the whole day and concentrate;
- d. Circular/horseshoe sitting arrangement should be preferred for facilitating interaction and participation;
- e. Proper writing support (desk, table etc.) is available to each participant;
- f. Whiteboard is available;
- g. Electric points for Projector, audio, video units etc. are available;

- h. There is proper light and circulation of air;
- i. The windows/ventilators/doors preferably have curtains;
- j. Screening of films etc. can be done without any interruption;
- k. There are provisions of microphones for faculty as well as the participants;
- l. Provision of air cooling/heating;
- m. Adequate space for group discussion;
- n. Facilities for drinking water;
- o. Adequate tea/lunch arrangements.

## **17. Programme Co-ordinator**

- i) Academic officer (viz. Dy. Director, Asstt Director, Asstt Education Officer) posted at the RCs & Chapters shall act as Programme Co-ordinator.
- ii) If there is no academic officer posted at the respective RCs & Chapters, in that case Executive Officer/Office-in-charge should act as Programme Co-ordinator.
- iii) As far as possible, outside persons should not be engaged as Programme Co-ordinator. But in emergency situation, if due to any administrative reason, any outsider is to be engaged as Programme Co-ordinator, then the respective RCs & Chapters must engage the programme co-ordinator at least one week prior to the commencement of the programme on part time basis and for two weeks during the actual duration of the programme, on a whole-time basis.
- iv) The programme co-ordinator is responsible for the implementation of the programme in accordance with these guidelines and other instructions issued by the Headquarters from time to time.

The Programme Co-ordinator should first of all acquaint himself/herself with the guidelines for holding Management Skills Orientation Programmes and the other instructions issued by the Head Office from time to time, including SOP if any, and also the objective of the programme. It is expected that he/she should also go through the programme sheets as well as the feedback given by the participants of the previous MSOPs held by the Regional Councils/Chapters. The Co-ordinator should study the background of each participant enrolled for the programme so as to make the programme lively and interesting.

While preparing the programme sheet, the Co-ordinator should keep all the above points in view and take objective decisions as regard the faculties.

If one has to get the best from the faculty, one must apprise them about the institute's requirements. Therefore, the programme Co-ordinator may like to must hold prior meetings with all the faculty members either individually or in groups to apprise them with the course objectives, course design, topics for the session, methodology to be followed and the background of the participants enrolled for the programme. He should impress upon the faculty about the need for use to the extent possible of visual/audio-visual aids and the application of techniques like case studies, role play, simulated exercises etc. during the sessions. He should also arrange for getting sufficient copies of the case studies made, role play or simulated exercise, or other materials as may be desired by the faculty member. It is expected that the Co-ordinator shall maintain contact with the faculty members so that the programme is conducted as per schedule and there is no vacant session. The Programme Co-ordinator should remain in constant touch with the participants and obtain their feedback.

The function and duties of the Programme Co-ordinator include:

- a) Scrutiny of application for admission to the programme and selection of candidates in



- accordance with the criteria laid down by the Head Office.
- b) Issuance of the letters/e-mails regarding selection/rejection of candidates.
  - c) To assist the Regional Councils /Chapters for the conduct of the inaugural and valedictory sessions.
  - d) Compilation of list of participants giving name, qualifications, professional and residential addresses with telephone numbers, email, mobile number of all the participants.
  - e) Compilation of the daily attendance sheets.
  - f) Identifying faculty from databank of faculty.
  - g) Writing to the faculty seeking their confirmation and maintaining contact.
  - h) Holding meeting with the faculty either in groups or individually to:
    - i. explain course objectives and background of the participants.
    - ii. discuss methodology including use of techniques like case studies, simulated exercises, group panel discussion, role play etc.
    - iii. discuss coverage desired and the need for emphasis on practical aspects instead of theoretical discussion.
    - iv. discuss the use of teaching aids
    - v. appraise the course design and other sessions on related topics so that there is no duplication and overlapping.
  - i) To be present throughout the programme. Programme coordinator should actively be involved in MSOP.
  - j) To be present in the entire session and if any faculty is absent, he/she should take session also. In the vacant session management games etc. may also be played involving all participants.
  - k) To introduce the subject and the faculty. He may also like to encourage the participants for the same.
  - l) To maintain proper discipline.
  - m) To arrange for vote of thanks and summarizing the lectures by the participants
  - n) To ensure that equipment like White Board, projector, screen, microphones are properly fixed and are in working order.
  - o) To ensure that other physical facilities are 'OK' and there are proper arrangements for serving tea, snacks etc. during breaks.
  - p) To ensure that on the first day of the programme, each participant enrolled for the programme be supplied with list of participants & complete programme schedule for entire 15 days
  - q) To take attendance twice a day.
  - r) To arrange for exhibition of films, if so required by the faculty and discuss methodology to be adopted.
  - s) If considered necessary to intervene so to give proper directions to the deliberations.
  - t) To ensure that there is no overlapping or repetition of topics.
  - u) To keep in constant touch with the participants by obtaining feedback and take corrective steps, wherever required.
  - v) To do needful for adjudgement of the participants to be awarded the best participant award, 1<sup>st</sup> runner-up & 2<sup>nd</sup> runner-up /Best Presenter/Best Project Report as per procedure defined in the guidelines.
  - w) To make arrangement for group photograph.
  - x) To make arrangement for photocopy, cyclostyling or procuring of material as per the requirement of the faculty and ensure the distribution of material to the participants.
  - y) To compile the list of participants eligible for Course Completion Certificate and arrange preparation of certificate / getting it signed by Chairman of respective Regional Council / Chapter.
  - z) To obtain feedback as desired separately in this Guidelines. To compile the report on the



programme, giving in detail, the feedback received, from the participants and the faculty and their suggestions.

- aa) To ensure that honorarium is paid to the faculty members promptly.
- bb) To provide a dedicated e-mail ID for each batch of MSOP.

### **18. Discipline during the Program**

- i. Participants of the program are to maintain complete decorum and discipline during the program.
- ii. Mobile & all other electronic devices should be kept in switched off mode.
- iii. Participants are to follow Do's and Don'ts during the program as explained by Program coordinator.

### **19. Course Contents for entire 15 days programme**

Following Programme schedule should be followed for the entire 15 days of the training.

- 1) On first day, after inaugural session, Programme Co-ordinator should address the candidates explaining Dos' &Donts' & other guidelines to be followed during training programme (suggested duration : 15 minutes)
- 2) On 14<sup>th</sup> day of training, full day is to be allotted for presentation of Project Report by participants.
- 3) On 15th day pre-lunch session should be allotted for "IMPACT SESSION" and post lunch sessions may be preferably allotted for session on "Professional ethics & Code of Conduct". (If due to any operational difficulties it is not possible, in such case session on "Professional ethics & Code of Conduct" may also be conducted on any other day.) After that valedictory session & distribution of "Certificates" is to be held.
- 4) On rest 13 days, every day, two sessions are to be held. (one pre-lunch & another post-lunch ) As such there will be total 26 sessions. Out of which, 10 sessions are to be compulsorily conducted on topics given below under "list of compulsory topics". Rest 16 sessions are to be conducted on any 16 topics selected, as per availability of faculty, out of "list of elective topics" given below:

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(A) LIST OF COMPULSORY TOPICS :

List of Compulsory topics :		Duration of session	Expectation from faculty
1	Critical aspects of Companies Act 2013 along with latest developments	½ day	Practical aspects of subject to be discussed.
2	Secretarial Audit	½ day	Practical aspects of subject to be discussed.
3	Art of Advocacy, Court Crafts, Drafting & pleading – technical & practical aspects, Appearing before CLB, NCLT & other quasi-judicial bodies	½ day	Emphasis to be given on appropriate soft skill development of students. Important aspects to be highlighted where students should be extra careful.
&	&	½ day	
4	Moot Court Sessions		
	Mock Board Meeting including Secretarial Standard-I	½ day	Emphasis to be given on appropriate soft skill development of students. Important aspects to be highlighted where students should be extra careful.
6	Mock Annual General Meeting including Secretarial Standard-II	½ day	Emphasis to be given on appropriate soft skill development of students. Important aspects to be highlighted where students should be extra careful.
7	Strategies to win Interview and CV writing	½ day	Emphasis to be given on appropriate soft skill development of students. Important aspects to be highlighted where students should be extra careful.
8	Mergers and Acquisition and Corporate Restructuring (including case studies)	½ day	Practical aspects of subject to be discussed with the help of case studies.
9	Annual Return-preparation & certification (MGT-7&8)	½ day	Practical aspects of subject to be discussed with the help of case studies.
10	How to set up CS practice	½ day	Emphasis to be given on appropriate soft skill development of students. Important aspects to be highlighted where students should be extra careful.

LIST OF ELECTIVE TOPICS:

<b>List of Elective Topics : (any 16 topics are to be selected out of this list )</b>		<b>Duration of session</b>	<b>Expectation from faculty</b>
1	E-voting & Ballot Procedures	½ day	Practical aspects of subject to be discussed.
2	Corporate Governance	½ day	Practical aspects of subject to be discussed with the help of case studies.
3	Corporate Social Responsibilities (CSR)	½ day	Practical aspects of subject to be discussed with the help of case studies.
4	Service Tax and overview of GST (After implementation of GST, appropriate law should be discussed)	½ day	Practical aspects of subject to be discussed.
5	Pre-certification of e-forms	½ day	Practical aspects of subject to be discussed.
6	Income Tax, Filing of TDS returns	½ day	Practical aspects of subject to be discussed.
7	Drafting of Business and other Agreements & Arbitration	½ day	Practical aspects of subject to be discussed.
8	Valuation	½ day	Practical aspects of subject to be discussed.
9	Competition Law and Compliances	½ day	Practical aspects of subject to be discussed.
10	Corporate Risk : The Changing Profile	½ day	Practical aspects of subject to be discussed.
11	Understanding of Financial Statements	½ day	Practical aspects of subject to be discussed.
12	Accounting Standards	½ day	Practical aspects of subject to be discussed.
13	Intellectual Property Rights	½ day	Practical aspects of subject to be discussed with the help of case studies.
14	Business Etiquettes & Dining Etiquettes	½ day	Emphasis to be given on appropriate soft skill development of students
15	Emotional Intelligence	½ day	Emphasis to be given on soft skill development of students
16	Stress Management	½ day	Emphasis to be given on soft skill development of students
17	SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 ( Listing Regulations)	½ day	Practical aspects of subject to be discussed.
18	Personality Development	½ day	Emphasis to be given on soft skill development of students
19	Motivation	½ day	Emphasis to be given on soft skill development of students
20	Practical Aspects of Direct taxes	½ day	Practical aspects of subject to be discussed with the help of case studies.
21	Public Speaking	½ day	Emphasis to be given on appropriate soft skill development of students
22	Leadership skills, Innovation, latest trends in management thoughts	½ day	Emphasis to be given on soft skill development of students
23	Cross border transactions, global business scenario	½ day	Practical aspects of subject to be discussed.
24	Business Ethics, Sustainability	½ day	Practical aspects of subject to be discussed with the help of case studies.
25	Corporate Compliance Management	½ day	Practical aspects of subject to be discussed.
26	Networking skills and business behaviour	½ day	Emphasis to be given on appropriate soft skill development of students
27	Behavioural Sciences	½ day	Emphasis to be given on soft skill development of students
28	Sick Companies and solvency laws	½ day	Practical aspects of subject to be discussed.
29	NGOs/ Micro-financing / Cooperative Societies / Trust / Societies	½ day	Practical aspects of subject to be discussed.
30	Private Equity, Venture Capital, Hedge Funds	½ day	Practical aspects of subject to be discussed.
31	International Trade & Policy	½ day	Practical aspects of subject to be discussed
32	Banking & Insurance	½ day	Practical aspects of subject to be discussed
33	Understanding debt & equity market	½ day	Practical aspects of subject to be discussed.

34	FEMA (FDI,ODI,ECB)	½ day	Practical aspects of subject to be discussed.
35	Environmental Laws	½ day	Practical aspects of subject to be discussed
36	Industrial & Labour Laws	½ day	Practical aspects of subject to be discussed
37	Director's Report	½ day	Practical aspects of subject to be discussed with the help of case studies.
38	Code of Civil Procedure and Indian Evidence Act	½ day	Practical aspects of subject to be discussed
39	Specific Relief Act and Law of Limitation	½ day	Practical aspects of subject to be discussed
40	Cyber threats, security & Cyber laws	½ day	Practical aspects of subject to be discussed.
41	Indian Stamp Act & related state laws	½ day	Practical aspects of subject to be discussed
42	Concept of opinion writing	½ day	Emphasis to be given on appropriate soft skill development of students
43	Internal Audit- conceptual understanding of auditing	½ day	Practical aspects of subject to be discussed
44	Inter-personal relationship & Group Dynamics	½ day	Emphasis to be given on soft skill development of students
45	Managerial Remuneration	½ day	Practical aspects of subject to be discussed.
46	Related party transactions	½ day	Practical aspects of subject to be discussed.
47	Foreign Investments and Joint Venture in India	½ day	Practical aspects of subject to be discussed.
48	Compounding of offences under Companies Act	½ day	Practical aspects of subject to be discussed.
49	Various avenues for Company Secretaries	½ day	Various avenues open for CS is to be discussed.
50	Time Management	½ day	Emphasis to be given on soft skill development of students
51	Dealing & Liaoning with Regulators, including their constitution, set-up and powers.	½ day	Emphasis to be given on appropriate soft skill development of students
52	SEBI Regulations - Takeover Code, Insider Trading , etc.	½ day	Practical aspects of subject to be discussed
53	Opportunities after ACS qualification	½ day.	Details of various PMQ courses of the Institute are to be explained.

- As far as practicable, the mechanism for MSOP would be through Case Studies, Story Telling, Group Discussions, Role Playing, simulation exercises and the like so as to provide a real-life practical exposure.
- Whenever laws relating to taxation is changed, respective topics should be reframed as per development ( eg: After GST or Direct tax code is passed, the topics will also be reframed accordingly)

## 20. Methodology

- As Professional Programme passed candidates who have completed training requirements or have been exempted therefrom on the basis of their experience, attend the programme, the session should be conducted in such a manner that practical and procedural aspects are covered. To the extent possible, theoretical aspects of the subject should be avoided and referred to only if considered necessary for the proper appreciation of the practical aspects. The whole approach should be practical oriented. Efforts should be made to create a work – shop type environment wherein the participants interact with the faculty and among themselves and share one another's experience and expertise rather than lecture type.
- Necessary facilities may be provided to enhance the effectiveness of the programme.
- For conducting the Mock board meeting, the participants should be divided into groups of not

more than 12-13. While dividing the participants into groups care may be taken to ensure that participants with diverse background/experience are put in each group. Agenda paper should be carefully prepared – should contain not only a few routine items but also should include items on which application of mind and analytical ability is called for and circulated among the participants at least one day before the mock board meeting. A wide range of items should be included in the agenda. Each group should be asked to elect Chairman and Secretary and hold the meeting. The faculty member at this stage has to play a passive role and note down his observations. He may, however, intervene if considered necessary to give proper direction and structuring the deliberations of proceedings of the meeting. The participants should re-assemble after the group meetings are over. The Chairman/Secretary of each group should be asked to sum up before the full house. After the summing up by the participants, the faculty member should share his/her assessment giving their observations and views. The minutes drafted by each group should be got photocopied and circulated by the participants preferably within the next two or three days. If time permits these minutes could be briefly discussed by the faculty.

- With a view to bring about innovativeness and to sustain the interest of the participants throughout the period of training, it is also essential that instead of lecture type session, the techniques like role play, business games, simulated exercises, case studies, group discussions etc. are applied. It has been noticed that sessions wherein such techniques are applied are greatly appreciated by the participants. However, for successful application of these techniques, it is essential that adequate preparation is made in advance. The methodology should be explained to the participants in the beginning of the session itself. The reference material like the provisions of the Section/Bare Act, rules etc. should be made available to the participants. The interest and enthusiasm shown by the organizers would in fact set the tone for deliberations by the participants.
- If it is proposed to undertake case study during a session, the relevant facts and data of the case must be supplied to the participants at least one day in advance. The participants may be asked to prepare themselves thoroughly and be familiar with the facts before the case study is undertaken. The main facts of the case and the issues framed could also be in addition written on the white board or displayed on the screen through projector in the beginning of the session. The main contribution in such a session has to be made by the participants. The faculty may, therefore, essentially build on the participant's contribution, draw generalizations which emerge out of particular situations and share his/her rich knowledge and experience thereby enrich the conceptual skills of the participants.
- During the session on role-play, the faculty or the Programme Co-ordinator should select the actor for role player beforehand. The role players selected should clearly understand the purpose and should be agreeable to play the roles assigned to them. They must also understand clearly the type of persons they are required to be during the role play sessions. The faculty or the Programme Co-ordinator must brief the actors beforehand. The briefing should mainly concern, with the emotional state and attitudes and not necessarily contain details about the type of things the role player should say during the role play session. The whole house should be briefed regarding the general situation at the commencement of the role play session. After the role play is over, it should be thoroughly discussed.

## **21. Lunch**

Arrangement for serving Lunch ( if any ) to participants is to be made at the venue itself. This would not only reduce inconvenience to most of the participants but also facilitate the utilization of lunch time for interaction among the participants themselves as well as faculty members.

## **22. Organising get-together /picnic /dinner party during MSOP**

Organising any get-together /picnic /dinner party of MSOP participants under banner of Institute's name/logo within Institute's premises or any other place is completely prohibited. It is clarified that funds or staff of host regional council /chapter shall also not be used for the same in any manner. This is uniformly applicable to all MSOPs organised across the country.

## **23. .Best Participant Award**

In order to encourage greater interest and participation, a best participant award ( i.e. one memento + certificate ), certificate for 1<sup>st</sup> runner-up & 2<sup>nd</sup> runner-up may be provided to the participants in each batch. Announcement of the same must be made at the beginning of the programme, specifying the broad parameters in this regard. There will be only one candidate selected for "Best Participant Award" selected amongst all participants (including male & female). If total marks obtained by more than one candidate are same, then they may be declared as joint winners. But there should not be separate award for male and female participants.

Following methodology is to be adopted to adjudge the "Best Participant" of the batch :

### **(i) Impact Session :**

Various contemporary topics (on current affairs, burning topics in news, latest headlines in Corporate Laws, Financial market etc.) may be collected well in advance. One such topic is to be typed on one slip. Keep all slips in a box. Ask all participants to pick one slip from the box by draw of lots. Now give them some time for preparation (say 15 mintues).After that each participant is required to speak ( for minimum two minutes & maximum five minutes ) in front of the panellists. Minimum three persons should be kept in panel. Senior member of profession/ academician/ any other professional may be invited to act as panellist. Each member of panel will give marks to each participant out of maximum 10 marks considering their performance, communication skill,command over English language, content of the subject etc. While speaking, participants are not allowed to use any reading materials/papers. They should speak extempore and express their views on the topic allotted to them. Average of total marks secured by each participant may be calculated and recorded.

### **(ii) Secret voting :**

Secret voting is to be conducted amongst the participants to ascertain participant's popularity vote. No participant can vote for himself/herself. If he/she does so, his/her vote shall be treated invalid. Programme Co-ordinator may adopt some internal control to check the same. On a sheet of paper, total no. of votes secured by each participant may be recorded. One divided by total no. of participants in the batch is the value of one vote. Now value of one vote is to be multiplied by the total no. of votes received by each participant. This will give another score sheet for all participants.

(iii) Total of (i) & (ii) as given above is to be computed for each participant on a sheet of paper. Candidate who secures highest mark in combined score chart is adjudged as “Best Participant” of the batch. Candidate who secures 2nd & 3rd position may also be recognised as first runner-up and second runner-up.

#### **24. Project Report Presentation& awards associated with the same :**

On the first / or second day of MSOP, the Co-ordinator of training programme will divide all participants in some sub-groups of 4-5 participants in each group by draw of lots and allot one topic to each group by draw of lot for preparation & presentation of project report. Each group will be required to submit one copy of their project report (spiral binding hard copy) as well as soft copy in CD to the Co-ordinator within stipulated time (last date of submitting the project report is to be announced by the Programme Co-ordinator). These hard copies will be evaluated by panellists. Each group of candidates will also be required to make presentation of their project through Power point presentation (PPT) on the specified day as per programme schedule. A panel of minimum three faculty members/ senior professionals/ academician etc. may be formed for the same. They will assess the project report presentation of each group. A score sheet is to be maintained by each panellist on which they will give marks to each participant (out of maximum 10 marks) considering their performance, communication skill, command over English language, content of the subject etc. On the basis of total of marks awarded by all three judges the candidates / group who secure highest score may be awarded suitably in each of the following categories.

Best presenter (male)  
Best presenter(female)  
Best group presentation  
Best Project Report (on preparation of project report)

A “certificate” may be provided to all the above candidates who win the above mentioned awards

#### **25. MSOP Completion Certificate**

A “MSOP Completion Certificate” certifying the successful completion of the course is to be issued to all such participants who have completed the training programme successfully as per guidelines. A specimen format of the said certificate is at Annexure-I. It is to be noted that the MSOP Completion Certificate have to be given to the participants at the valedictory session on the last day of the training programme.

..... continued on next page .....



The certificate in the prescribed format is to be signed by respective officials as per details given below:

MSOP organised at	Certificates to be signed by
CCGRT	Official who is acting as program coordinator & Dean/Director of CCGRT & Chairman-CCGRT Managing Committee
Regional Council	Official of the respective Regional Council who is actually acting as a program coordinator or Regional Director (any one of them) & Chairman of Regional Council (or in his absence, Chairman of the concerned Committee as authorized by Chairman)
A+ and A grade Chapter	Official of the respective Chapter who is actually acting as program coordinator or Office in-charge of respective Chapter (any one of them ) & Chairman of respective chapter (or in his absence, Chairman of the concerned Committee as authorized by Chairman )
If the program is conducted at any other chapter(other than A+ and A grade chapter) under banner of respective Regional Council	Official/resource person of the respective Chapter who is actually acting as a program coordinator & Regional Director or office in-charge of respective Regional Council & Chairman of the host chapter & Chairman of the respective Regional Council.

- On the certificate names of all signatories should be clearly mentioned along with their designations.
- Title of Certificate should be “Course Completion Certificate” instead of “Certificate of Participation”. ( as per specimen given at Annexure-I).

A “medal/memento” may also be awarded to all participants who have been issued with “MSOP Completion Certificate”. Sample design of the “medal/memento” is given at Annexure-II. A copy of group photographs of participants should also be given to all participants.

If any candidate has attended the programme for only few days, a letter of confirmation of the same shall also be issued to him. But he/she will be issued the MSOP completion certificate only if he/she completes the remaining period of the training.

## 26. Coordination with the Head Office

The Regional Councils & Chapters must conduct the Management Skills Orientation Programme in close co-ordination with the Head of Directorate of Training.

## 27. Inaugural/Valedictory Session

- i. All Council members, Regional Council members & Managing committee members of the respective Regional Council / Chapters are to be invited at the Inaugural / valedictory session of the MSOP.
- ii. If any Council Member, Regional Council Member, Managing Committee Member is present on the occasion, his/her presence should be acknowledged and he/she should be requested to speak on the occasion for two minutes each.
- iii. Seating arrangement at the dais shall be as per the protocol guidelines as given below :

### Protocol Guidelines of Management Skills Orientation Programme (MSOP) by Regional Councils

In order of preference subject to presence of dignitaries
<ol style="list-style-type: none"><li>1. President, The ICSI</li><li>2. Vice President, The ICSI</li><li>3. Council Members, The ICSI</li><li>4. Chief Executive/Secretary, The ICSI</li><li>5. Chairperson of the Regional Council</li><li>6. Office Bearers – Chairperson of the concerned Committee/Vice Chairperson, Secretary, Treasurer, other members of Region</li></ol>

### **Seating Plan**

1. Chair of the President (P) should be kept in the Centre (in case 'P' is not present, then the seat of VP would be kept in the centre. In case 'P' and 'VP' both are not available then seat of the Chairperson of the Region would be kept in the centre and the Chief Guest (CG), Guest of Honour (GOH) and other dignitaries would be seated in the following manner).
2. Chair of the Chief Guest (CG) should be kept on the right hand side of the President/Vice President/Chairperson, as the case may be, who is sitting in the centre.
3. Chair of the Guest of Honour(GOH) should be kept on the left hand side of the President/Vice President/Chairperson, as the case may be, who is sitting in the centre.
4. Chair of the Vice President (VP) should be kept next to the chair of Chief Guest (in case President and Vice President are present).
5. Chair of the Chairperson of Regional Council (in case President and Vice President are present) should be kept next to the Chair of the Guest of Honour.
6. Chair of the Council Member(s) [CM(C)] should be kept next to the Chair of the Chairperson of Regional Council.
7. Chair of the Chief Executive/Secretary of the Institute (CE/Secy [ICSI]) should be kept next to the Chair of the Council Member (CM[C]).

CE/Secy (ICSI)	CM [C]	GOH	P	CG	VP	CHMN [R]
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## Protocol Guidelines of Management Skills Orientation Programme (MSOP) by Chapters

In order of preference subject to presence of dignitaries

1. President, The ICSI
2. Vice President, The ICSI
3. Council Members, The ICSI
4. Chief Executive/Secretary, The ICSI
5. Chairperson of the Regional Council
6. Chairperson of the Chapter
7. Office Bearers – Chairperson of the concerned Committee/Vice Chairperson, Secretary, Treasurer, other members of Managing Committee

### **Seating Plan**

1. Chair of the President (P) should be kept in the Centre (in case 'P' is not present, then the seat of VP would be kept in the centre. In case 'P' and 'VP' both are not available then seat of the Chairperson of the Region would be kept in the centre and the Chief Guest (CG), Guest of Honour (GOH) and other dignitaries would be seated in the following manner).
2. Chair of the Chief Guest (CG) should be kept on the right hand side of the President/Vice President/Chairperson as the case may, who is sitting in the centre.
3. Chair of the Guest of Honour (GOH) should be kept on the left hand side of the President/Vice President/Chairperson, as the case may be, who is sitting in the centre.
4. Chair of the Vice President (VP) should be kept next to the chair of Chief Guest (in case President and Vice President are present).
5. Chair of the Chairperson of Regional Council (in case President and Vice President are present) should be kept next to the Chair of the Guest of Honour.
6. Chair of the Central Council Member (CM[C]) should be kept next to the chair of Chairperson, Regional Council in case President and Vice President is present.
7. Chair of the Chief Executive/Secretary of the Institute (CE/Secy [ICSI]) should be kept next to the Chair of the Council Member (CM[C]).
8. Chair of the Chairperson Regional Council (CHMN [R]) should be kept next to the Vice President (VP).
9. Chair of the Chairperson, of Chapter (CHMN [C]) should be kept next to the Chair of Chairperson Regional Council (CHMN [R]).

CE/Secy (ICSI)	CM [C]	GOH	P	CG	VP	CHMN [R]	CHMN [C]
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### **Dos and Don'ts**

Persons representing the Institute on the dais should adhere to the following in letter and spirit:

- Not to leave the dais in between. In case any office bearer who is to grace the dais, is already aware that he will have to leave the dais in between because of his other commitments he should opt for not sitting on the dais.
- Not to talk while someone is speaking, as this would disturb the speaker and others on the dais.
- If anything is to be conveyed to others, it should be a through slip.
- Not to raise queries from the dais.
- To speak as per the time allotted.
- To keep the mobile phone off.

- iv. Ministers / Senior officials of the Central or State Govt. / Judicial / Quasi-judicial authority / Senior Professionals / Prominent personalities of high repute / sitting President or Vice President of the ICSI / Past-Presidents of ICSI / Prominent Industrialists / Political figure may be invited as Chief Guest at inaugural and valedictory sessions. Senior member of Company secretary profession may also be invited, if they have achieved acclamation and height in the profession and reached up to the position of Managing Director / Chairman / Board of Director of any prominent company or they have become entrepreneurs and achieved name & fame.

## **28. Information to be sent to Dte.of Training on conclusion of programme**

Within 3-4 days from the conclusion of the programme, the following information/material must be sent to the Directorate of Training, institute's HQ :

- a) List of participants with registration number who have completed the course successfully and are recommended for issue of course completion certificate
- b) A copy of the report of the programme containing inter alia, dates of programme, total number of participants enrolled, total number of participants who have completed the training successfully and awarded MSOP completion certificate, address of the venue of the programme
- c) One set of additional material prepared for the programme and distributed amongst the participants
- d) Summary of attendance of participants
- e) Copy of the programme sheet actually followed with names of faculty members
- f) Final income and expenditure statement of the programme
- g) Summary of faculty feedback received from the participants
- h) Final feedback sheets submitted by all participants (in sealed envelopes)
- i) Co-ordinator's feedback sheet (confidential)
- j) Summary of feedback provided by faculty members about the batch as a whole

## **29. Role of Head of Directorate of Training**

The Head of Training will extend help to the Regional Councils & Chapters on various aspects of conducting the programme successfully. It shall be the duty of the Directorate of Training to disseminate the common information/ideas to all the Regional Councils/Chapters.

## **30. Evaluation / Collection of Feedback**

- i) The Programme Co-ordinator should keep in constant touch with the participants and obtain their reactions during the programme.
- ii) All participants shall be required to give their free & frank feedback about the faculty at the end of each session through online method using webportal developed by the Institute or through printed format of faculty feedback sheet provided to them well in advance by the Co-ordinator. Candidates should give their frank opinion only because this will help Institute in bringing the qualitative improvements in the programme. Specimen copy of faculty feedback sheet is given at Annexure-III.
- iii) Each participant shall also fill up a "Final Feedback Sheet" giving his/her frank opinion about the overall conduct of the programme (as per format given by the Institute either through online mode or through printed hard copy of the format) and submit the same to Programme Co-ordinator in a sealed envelope. Specimen copy of final feedback sheet is

- given at Annexure-IV.
- iv) Co-ordinator is also required to submit his confidential report to the Institute either through online mode or through printed hard copy of the format (as per format given at Annexure-V).
  - v) All faculty members should also be requested to give their feedback about the batch as whole (viz. infrastructure facility available, over all behaviour of the participants, any difficulty faced by them etc.)

### **31. Relaxation**

Any deviation or relaxation to the above guidelines can be made by the Regional Councils/Chapters only with the prior specific approval of the Secretary/Chief Executive of the Institute. While requesting for relaxation, justification for the same must be given.

### **32. Residential MSOP**

The TEFC in its 38th meeting held on 22nd February, 2002, approved the conduct of Residential MSOPs. In the cases of residential MSOPs, this Guideline will apply with liberty to have additional sessions / workshops on life-style management / simulation exercises. Also, the MSOP fees mentioned in this guidelines will not be the same as mentioned for non-residential MSOP. The fees may be fixed by the respective Regional Council/Chapter.

Date: \_\_\_\_\_



**THE INSTITUTE OF  
Company Secretaries of India**  
IN PURSUIT OF PROFESSIONAL EXCELLENCE  
Statutory body under an Act of Parliament

**REGIONAL COUNCIL/CHAPTER**

**ADDRESS:**

**MANAGEMENT SKILLS ORIENTATION PROGRAMME**

*Course Completion Certificate*

This is to certify that Mr./Ms. \_\_\_\_\_ student bearing Registration No. \_\_\_\_\_ attended and successfully completed the Management Skills Orientation Programme organized by the .....Regional Council/Chapter as designed by the Institute under Regulation 50(b) of the Company Secretaries Regulations, 1982 at \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_.

Given and issued at \_\_\_\_\_ this \_\_\_\_\_ 20\_\_

PROGRAM CO-ORDINATOR

CHAIRPERSON







**THE INSTITUTE OF  
Company Secretaries of India**  
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Statutory body under an Act of Parliament

**FACULTY FEEDBACK SHEET FOR MSOP  
( SESSION WISE )**

*(Provide your honest feedback. ICSI will maintain strict confidentiality about this feedback)*

1. Date & time of session : .....
2. Name of faculty member : .....
3. Topic : .....
4. Overall rating of the faculty : (maximum 10 marks each)

Preparation & imparting of knowledge .....

Use of participatory & innovative teaching & learning methodologies .....

Maintaining time (both while coming and leaving) .....

Involves all learners .....

Emits exuberance and positivity among students .....

Total (out of 50) .....

(Please award marks against each field)

5. Was there any distribution of visiting cards, self promotion material, any subscription to web-sites, different application etc.?

Yes	No

6. Was there any personal appeal?

Yes	No

7. Did you find the topic useful?

Yes	No

8. Any specific challenge about this session/ faculty:  
(please specify in brief)

.....  
.....

9. Any suggestion you would like to give:  
(please write in brief)

.....

Name / signature of candidate  
(optional)



## FINAL FEEDBACK SHEET

(To be filled by participants at the end of MSOP & to be handed over to coordinator in sealed envelope)

**THIS FEEDBACK WILL HELP ICSI MAINTAIN AND IMPROVE THE QUALITY & STANDARD OF MSOP. ICSI WILL MAINTAIN STRICT CONFIDENTIALITY ABOUT THIS FEEDBACK. HENCE, PLEASE PROVIDE ADEQUATE AND HONEST FEEDBACK.**

1. Programme information:

- i) Did you receive a copy of complete programme schedule at the commencement of the programme? Yes / No
- ii) Did you receive a copy of the list of participants (containing names, residential & professional address, telephone no., e-mail etc.) within two days from the commencement of the programme? Yes / No

2. Please tick out the response you find most appropriate:

Particulars	Excellent	Very Good	Good	Fair	Poor	Suggestions ( if any )
Physical facilities (viz. Table, Chair, AC, LCD Projector, Fan, Light, Sound system etc.)						
Tea, Snacks, Lunch etc.						
Hygiene						
Co-operation, assistance and Behaviour of the Program Co-ordinator						
Attitude of the staff of the Institute (you may name the person)						
Any other ( please specify )						

3. Usefulness of the programme in work life:

To a large extent	To some extent	Little	Very little

4. Usefulness of the programme in long term:

To a large extent	To some extent	Little	Very little

5. Usefulness of the programme in personal growth and development:

To a large extent	To some extent	Little	Very little

6. What were the benefits you received (check as many as you wish):

- i) Helped to confirm some of my ideas
- ii) Presented new ideas and approaches
- iii) Acquainted me with practical aspects, problems and solutions
- iv) Gave me good opportunity to look objectively at the Company Secretary's job
- v) Interaction and learning from each other
- vi) Other benefits (please specify)

7. How would you rate the overall programme?

Excellent	Very Good	Good	Fair	Poor

8. Enumerate the topics/sessions needing more coverage and specify the duration wanted.

9. Other comments and suggestions for future programme.

Signature & name of participant  
(Optional)



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## CONFIDENTIAL FEEDBACK SHEET

To be filled by coordinator of MSOP and to be sent directly to HOD (Training) at Institute's HQ in a sealed envelope marked "Confidential"

1. Name of Regional Council / Chapter:.....
2. Serial No. & Duration of MSOP Batch: .....th MSOP (from .....to.....)
3. Details of no. of participants :
  - i) Total no. of participants admitted for this MSOP Batch : .....
  - ii) Total no. of participants awarded "Completion Certificate" : .....
4. Details of fees charges from each participant:
  - i) Fee charged for MSOP (including Rs.500/- i.e. cost of modules): Rs .....  
.....
  - ii) Extra amount charged for lunch, tea, snacks etc.  
: Rs .....
  - iii) Any extra amount charged (for any other purpose) :  
Rs .....

Total : Rs .....
5. Honorarium paid to faculty for each session:Rs .....  
(specify the duration of session & amount paid for the same)
6. Honorarium paid to coordinator (if engaged from outside):Rs .....  
(for coordinating this batch of MSOP)
7. Amount of surplus generated out of this MSOP batch:Rs .....  
(Please attach a copy of Income & Expenditure statement of this MSOP batch)
8. Whether a session on "Professional Ethics & Code of conduct for members" was held during this MSOP:

Yes	No

9. Topics to be added in programme Schedule of MSOP:

- i) .....
- ii) .....
- iii) .....

10. Topics to be deleted from programme Schedule of MSOP:

- i) .....
- ii) .....
- iii) .....

11. Details of specific observations / feedback received on particular faculty(ies) by participants:

12. Any other important aspect which you wish to bring to notice of the Institute; which is adversely affecting the smooth conducting of MSOP.

Name of coordinator : .....

Signature of coordinator : .....

**WE VALUE YOUR PRECIOUS FEEDBACK**

## Annexure 6

**FINAL/TENTATIVE INCOME & EXPENDITURE STATEMENT TO BE INCURRED IN CONNECTION WITH THE MANAGEMENT SKILLS ORIENTATION PROGRAMME CONDUCTED BY \_\_\_\_\_ FROM \_\_\_\_\_ TO \_\_\_\_\_**

Particulars	Amount (in Rs.)
<b>INCOME</b>	
1. Fee received from participants	
2. Others	
<b>EXPENDITURE</b>	
1. Payment towards rental of venue	
2. Material distributed	
3. Transport expenses on visits of candidates organized, if any	
4. Cost of tea and snacks	
5. Honorarium paid to Co-ordinator, if any	
6. Conveyance	
7. Awards	
8. Photocopy	
9. Photographs/Bouquet	
10. Cost of CD/DVD etc.	
11. Payment on account of hire charges of mike/microphone/ Projector etc.	
12. Cost of lunch provided to candidates, if any.	
13. Faculty:	
a) Payment of honorarium	
b) Conveyance charges , if any	
c)	
d)	
e) Air/rail fare for faculty	
14. Backdrop, Panels, flower decorations	
15. Miscellaneous (including telephone calls, local, fax staff expenses,e-mail and SMS etc.)	
16. Surplus/Deficit	
<b>Total</b>	