
Syllabus of THDC India Limited exam 2025

Executive (Human Resource) in E-2 Grade

Please note that our course is not specifically designed for the THDC exam syllabus. It is a general course that we offer for various PSU exams.

After you go through our course, you will find:

- Keywords highlighted in **GREEN** are “broadly” covered within our content.
- Keywords highlighted in **RED** are not covered and will require additional resources for preparation.

For any queries, please call us at 971778110

General Awareness (15 questions)

THDC has not given details of syllabus for General awareness. We are covering Current Affairs, Polity, Economy and Indian Freedom Struggle.

Reasoning (15 questions)

THDC has not given details of syllabus for Reasoning. We have included Numerical Aptitude and Reasoning.

HRM (120 questions)

1. Principles Of Management

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management, Principles of Management, Management Process. Classical theories Taylor’s Scientific Management, Fayol’s Administrative Management, Bureaucracy.

Neoclassical theories-Hawthorne Experiment & Human Relations Approach, Systems Approach, Social Systems Approach, Decision Theory Approach, Behavior Science Approach, Contingency theory, McKinsey’s 7-S theory, Quantitative Approach.

Planning: Nature, Scope, Objectives, and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, **Planning Premises and Forecasting**. Managerial Decision Making Concept, The decision-making process, Management by Objective, Management Information System.

Organizing: Concept, Nature, and purpose, Organization Theories, Organizational Structure, Types of Organization, Departmentation, Span of Control, Delegation, Authority, Responsibility, and Accountability, Power, Centralization & Decentralization – Factors determining the degree of Decentralization of authority.

Staffing: Concepts and significance of Staffing, Manpower planning, Job design, Recruitment and Selection, Training, and development, Performance Appraisal.

Directing: Concept, Direction, Supervision, Quality of Life, Introduction to Motivation & Leadership.

Controlling: Concept, Types & importance of Control, Steps in control, Techniques of control, Management by Exception.

Coordination: Coordination as an Essence of management, Coordination Vs. Cooperation, Types of coordination, Need & importance of coordination, Techniques of coordination. Principles of Coordination. Contemporary issues and challenges in management.

2. Accounting For Managers

Introduction to Accounting: Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance. Ethical Dimensions in Reporting of Accounting Information.

Financial Statements Preparation and Analysis: Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis –Ratio Analysis, Common Size Statement and Trend Analysis.

Preparation of Cash Flow Statement: Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations.

Costing Techniques: Introduction to Costs and Costs Behavior, Absorption vs. marginal costing, Applications of marginal costing techniques in managerial decision making.

Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero-Based Budgeting. Management Control System and Responsibility Accounting.

3. Organisational Behaviour

Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

Basic Concepts of Human Behaviour: Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change,

Learning: Concept, Learning Theories: Classical & Operant Conditioning, Social Learning, OB Modification, Steps in OB Modification Process.

Motivation, Power & Politics and Groups: Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation, Power and Politics – Meaning and Bases of Power, Causes of Organizational Politics and its Management.

Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups. Group Dynamics & Leadership: Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

Conflict, Culture & Change: Organizational Conflict: Reasons, Consequences and Handling of Conflict, Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model.

4. Indian Ethos And Business Ethics

Indian Ethos: Meaning, Features, Requisites, Elements of Indian Ethos, Principles Practiced by Indian Companies, Role of Indian Ethos in Management Practice,

Management lessons from scriptures: Mahabharata, Vedas, Kautilya Arthashastra, Bible, Quran. Concept of Indian Model of Management in the Indian Socio-Political Environment, Laws of Karma and its Relevance in Business Settings, Indian Heritage in Business-Management. Production and Consumption, Indian insights into TQM, Ethics v/s Ethos, Indian Management v/s Western Management.

Values: Concepts, Values in Business, Value System in Work Culture, and Values of Indian Managers, Relevance of Value-Based Management in Global Change -Indian Perspective; Human Values in Management, Impact of Values on Stakeholders, Employees, Customers, Government, Competitors, and Society. Trans-Cultural Human Values, Secular v/s Spiritual Values. Stress Management: Meditation for mental health, Yoga.

Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for poor Work Ethos.

Contemporary approaches to Indian Ethos: Contemporary approaches to Leadership Joint Hindu Family Business, Leadership Qualities of Karta, Motivation-Meaning,

Indian approach to Motivation, Techniques. Indian systems of Learning- Gurukul System of Learning, Modern system of Learning, Karma Philosophy and its importance to managers- Nishkama Karma- Laws of Karma, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection, Corporate Karma, Personality Development- Meaning, Determinants, Indian Ethos and Personality Development.

Business Ethics: Meaning, Characteristics of Business Ethics, Importance of Business Ethics, Principles of Ethics, Theories of Ethics: Consequentialism, Utilitarianism, Teleological, Deontological;

Kohlberg Six Stage Moral Development. Ethics in Global Era, Environmental Ethics- Protecting the Natural Environment, Prevention of Pollution and Depletion of Natural Resources, Conservation of Natural Resources.

Business Ethics: Evolution, Nature & Scope; Organization Culture, and Human Values, Workplace Ethics: personal and professional ethics in the Organization, discrimination, harassment, gender equality, Business Ethics –Cross Country Perspective, Ethical decision-making in Business, Ethical Dilemmas in Business.

Ethical Issues in Business: Marketing Issues and Consumer Protection – Healthy competition and protecting consumer's interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues, and common Problems, Ethical Issues in Production- Testing of product before releasing market, Ethical issues in HRM Discrimination and harassment. Corporate social responsibility – Strategic components, Different approaches to CSR, Globalization, Sustainability, CSR standards Corporate Governance ,Audit committees, Role of Independent Directors, Protection of Stakeholders, & Consumerism. Applications of Ethical Principles to contemporary Moral, and Ethical Problems.

5. Human Resource Management

Introduction to Human Resource Management (HRM): Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

Job Analysis: process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Employee Orientation: Purpose, Process, Training Process- Analysing the training need and designing the training program, implementation and evaluation of training program, Management Development Programs, Employee Life-cycle, Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

Concept of Performance Management and Appraisal: Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning, Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well- being.

6. Organisational Change And Development

Organisational Change: Levels and characteristics of Organizational change, Forces for Change, Planned Change, force field analysis, Models of Organization change - Kurt Lewin's model of change, Kotter's s model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change.

Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics, OD Process, Internal and external consultants, Competencies for OD professionals, Emerging and future OD competencies, Future of Organization Development.

Organizational Diagnosis: Techniques of organizational diagnosis - Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.

OD Interventions: Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team building, survey feedback, Grid OD ; Organization interventions; Relation with the client system; Action Research.

OD Evaluation: Reasons for evaluation of OD interventions, Approaches to evaluation of OD - Summative evaluation, Return on Investment models, Kirkpatrick's four levels for evaluating training, Balanced scorecard, Control Group Experiment, Longitudinal evaluation, Formative evaluation.

7. Industrial And Managerial Psychology

Industrial Psychology: Concept, nature, scope, development of Industrial psychology, Scientific Management principles, Hawthorne Studies, Time Motion & Fatigue study. Personality –Concept, intellectual and personality traits, Psychological testing –nature, purpose, classification of psychological tests, steps in test development.

Human Engineering: Concept, new trends in human engineering, principles of performance Working conditions –Psychological factors relating to accidents, Accident proneness, reduction in accidents, human & economic costs of accidents Industrial safety and safety measures, elements of safety and health programmes.

Job Satisfaction: Meaning, concept, significance & measurement of job satisfaction, impact of job satisfaction on productivity and motivation Employee Counselling – Meaning, need, scope, qualities of a counsellor, types of counselling and process.

Work environment: Concept and meaning, requirement of suitable work environment, Quality of worklife (QWL). Morale –Meaning, nature, importance, determinants, measuring morale, techniques to improve morale and productivity, morale and job satisfaction. Fatigue –Concept, nature and feature, types of fatigue, symptoms and causes of fatigue, effect on work & productivity, remedies to handle fatigue.

Workplace Stress: Definition, nature, types and consequences of stress, indicators of managerial stress (stressors), managing stress at workplace, stress reduction interventions, job performance and stress, stress vulnerability, decision making under stress, Burnout. Learning experience from real life case studies.

Workplace Spirituality: Positive Psychology and Happiness, mind sciences for creativity, role of intentions in decision making, The Positive Psychology of Emotional Intelligence, Value based social engagement.

8. Talent Management And Retention

Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.

Define competencies and types, Competency mapping-Developing Competency models, Personal competency framework, Lancaster Model of Managerial competency, Competency based Applications, Formation of Competency framework.

Attraction, Employee Engagement, and Retention strategies, Developing a Career strategy, Career Life-cycle, Succession Management, Fostering opportunities for growing career, Coaching and Mentoring as career development tools.

Principles of Adult Learning, Kolbs' learning Cycle, Objective, Need of Training

Need Analysis, TNA model, Framework for conducting TNA, Output of TNA, Approached to TNA. Design of Training, Developing Objectives, Drafting training proposal, Training methods, and Aids, Qualities of an Effective Trainer. Development and Implementation of Training, Evaluation of Training models, Evaluation Design, Evaluating Transfer of training on the Job, Techniques &

Problems in Measurement of Training, Cost-benefit analysis of training, Feedback,. Key areas of training: Onboarding, Diversity Training, Prevention of Sexual Harrassment Training, Team training, Cross-cultural Training. Employee and Management Development, Approaches to Management Development, Management Development Implications, Training for executive level management.

9. Performance Management And Hr Audit

Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Linkage of performance management system with other HR practices.

Components of Performance Management System, Performance planning, Ongoing support and coaching, Performance measurement and evaluation, Performance management and appraisal, Methods of performance appraisal, Appraisal Communication, Measuring Performance, Conducting Performance Reviews, Improving Performance, 360-degree feedback, Identifying potential for development.

Performance management feedback, Counselling and Coaching, Performance management documentation, Managing Performance at Organization and individual level, Managing Team Performance, Performance management and Pay,

Performance Management Development Program, Performance Management Training, Evaluating Performance Management, Use of technology and e-PMS,

Performance management practices in Indian organizations.

HR Audit: Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit, Role of HRD Audit in Companies,

Methods and its limitations, HRD Score card, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of HR Climate.

Balance Scorecard: Balance Scorecard as a Measurement system, Development of the Balanced Scorecard- Balanced Scorecard Team, Balanced Scorecard Development Plan, Development Phase, Communication, Balanced Scorecard and Strategy, Values and Balanced Scorecard, Developing Performance Objectives and Measures, Measures for the Customer, Measures for the employee learning and growth, Employee feedback on Balanced Scorecard, Cause and effect linkages, Embedding Balance Scorecard, Balanced Scorecard and Compensation, Reporting Balanced Scorecard results.

10. Industrial Relations And Dispute Settlement

Industrial Relations: Concept, nature, significance, participants to IR, approaches of IR –Unitarist, Pluralistic, Gandhian, Marxist & Dunlop 's, Requirements of a good IR programme, changing dimensions of IR in India.

Industrial Conflicts & Disputes: Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations

Industrial Dispute Act,1947 – Objective, authorities, power and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.

Trade Unionism: Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions

Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.

Collective Bargaining: Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.

Worker's Participation in Management –Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context.

Grievance Redressal – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.

11. Negotiations & Compensation Management

Negotiations: Concept, process of negotiation, levels of negotiation, issues in negotiation, gender negotiations, and negotiations related to compensation, negotiation skills, communication and administration of negotiations, breakdown of negotiations –causes and consequences.

Compensation Management: Meaning, concept, significance, process, forms of pay, financial and non-financial compensation, factors affecting employee remuneration, components of remuneration, wage structures, designing of optimal pay structure, essentials of compensation system, incentive plans.

Executive Compensation –Concept, components and factors affecting executive compensation, principles of executive compensation, designing and complexities of executive compensation plans.

Workmen Compensation Act, 1923: Objectives and application, Definitions – dependent, employer, partial and total disablement, workman injury, accident provisions regarding Employer's liability, amount of compensation and its computation, compensation distribution, notice and claims, procedures before authorities –Commissioners.

Payment of Wages Act, 1936 –Objective, scope and application, definitions, provisions relating to responsibility for fixation of pay, fixation of wage periods, deductions from wages, remedies available to worker, power of authorities, penalty for offences.

Minimum Wages Act, 1948: Scope, objectives and application, concept of minimum, living and fair wages, determination of minimum wages, authorities –the advisory body, remedy to worker or non-payment.

Payment of Bonus Act, 1965: Objective, scope and application, definitions, provisions relating to computation of bonus, eligibility and disqualifications for bonus, minimum and maximum amount of bonus, set-on and set-off of allocable surplus as bonus, bonus linked with productivity or production.

Equal Remuneration Act, 1976: Application, provisions related to payment of remuneration at equal rates to men and women, register to be maintained, role of inspectors, Central Advisory Committee – composition, term of office, cessation of membership, Penalties.

Payment of Gratuity Act, 1972: Applicability of the act, Definitions –employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer's duty to determine and pay gratuity, recovery of gratuity, penalties.

12. Cross Cultural Management And International Hrm

The Concept and characteristics of Culture, Culture and Behaviour, Layers of Culture, Cultural determinism, Relativism, Ethnocentrism, Organization culture, Dimensions of Culture and their influence on Organization.

Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Cross Cultural Framework by Harry Triandis, Geert Hofstede, Trompenaars and Hampden, Clyde Cluckhohn, T.E. Hall, GLOBE study on national culture, Mapping cross-cultural differences.

Culture and Strategy, Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership.

Diversity and inclusion: Culture and diversity, Ensuring cultural diversity and its importance, Barriers to cultural diversity, Diversity Management, Approach of inclusion, Ethical issues in cross-cultural management, Developing intercultural relationships.

International HR: Key HR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, Performance Appraisal, Cross Cultural Training & Development, Compensation, International Industrial Relations, Quality Circles, Participative Management.

13. Team Work And Leadership

Teams: Developing effective teams, Self-managed teams model, Guidelines for creating teams, Influences on team effectiveness, Teamwork skills in the workplace,

Characteristics of effective teams, Inclusive teams - division of labour, respect and unity,

Building high Performance Teams, Reasons for team failure, Effective Team Performance. Managing Virtual Teams, Peer and self-assessment, mitigating conflict, Virtual Team Technology- online collaborating tools and communication technology,

Global corporate Virtual teams.

Collaboration in the workplace, Building a collaborative team environment, Team members roles for effective group collaboration, Communicating in team based organizations, Listening effectively in groups, Preparing, conducting and contributing to productive meetings, Setting team goals and objectives, Aligning individual strengths with team goals, Trust building in business teams, Becoming a cohesive group, Groupthink, Techniques for group decision making, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human teamwork-issues and challenges.

Concept of Leadership, Characteristics of the Leader, Importance of Context for Leadership, Perspectives on Effective Leadership Behaviour, Managing the Work, Managing Relations, Leadership and Emotions, Leadership and Ethics, Culture and Leader effectiveness (GLOBE study).

Approaches to Leadership: Trait Approach, Behavioural Theories, Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likerts's Management System, The Leadership Grid, Contingency Theories-Tannebaum Schmidt Continuum, Fiedler's Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership.

Influence Tactics for Leaders, Influential Process and Managerial Effectiveness, Impression Management, Defensive behaviour, Leadership in Teams and Self Managed Group, Leading Meetings, Developing Leadership Skills – Leadership Development Strategy, Lean leadership- concept, principles, lean leadership at different organization levels, and methods for continuous improvement.

14. Strategic HRM and HR Analytics

Concepts and principles of Strategic HRM, Strategic HRM models, Developing and Implementation of HR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance.

Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard, Digital Dashboard, Linking HRM and customer outcomes, Capability building perspective- leadership development and talent management, Organization and Human resource capabilities, Options for Human Capital acquisition.

HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy,

Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy.

Concept and Evolution of Human Capital Metrics and Analytics, Analytics and Prediction. Importance of HR Analytics. Steps of Analytics, Descriptive, Prescriptive analysis, and Causal analysis, HCM: 21Model, Value chain for HCM: 21Model, Predictive HCM for strategy formulation and implementation, Accountability and Communication with HCM.

External forces and Internal factors, Risk assessment, Employee Value Proposition, Scenario Planning, Capability Planning, Process Optimization, Integrated Delivery, Predictive Measurement - Analytics from existing data, Data integration- linkages and feedbacks, Use of workforce analytics to improve decision making.

15. Employee Welfare & Social Security

Employee Welfare: Meaning, concept, features, objectives, rationale of employee welfare, types of welfare activities, approaches to labour welfare – functional theory, religion theory, social theory, paternalistic theory, placating theory, principles of employee welfare.

Industrial Health & Hygiene: Concept, nature and significance of employee health, components of employee health – mental & physical, noise control at workplace, importance of hygiene maintenance at work, hygiene and health of worker, workplace hygiene policies and procedures.

Social security: Concept, nature, scope and significance, Social insurance and social assistance. Social security schemes in India.

Maternity Benefit Act, 1961 – Objectives and benefits, provisions related to employment of or work by women during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payments, leave, dismissal in absence during pregnancy, forfeiture of maternity benefits.

Factories Act, 1948: Definitions, authorities under the factories act, health, safety, provisions relating to hazardous process, welfare, working hours, working hours for adult, employment of young persons, women and child labour, annual leave with wages, penalties and procedure.

Employees State Insurance Act, 1948: Objectives, definitions – personal injury, wages, partial and permanent disablement, Administration – Corporation, Standing committee and Medical benefit council, finance and audit, contributions, benefits and penalties.

Employees Provident Fund and Miscellaneous Act, 1952 – Objectives, Definitions, Central board, State board, Executive committee, Board of trustees, Contribution to the scheme, employees provident fund scheme, Employee pension scheme, appeals to the EPF appellate tribunals, recovery officer, penalties