

## **SYLLABUS FOR THE POST OF EXECUTIVE TRAINEE- HR**

**TOTAL- 150 MARKS**

**PART-A- 120 MARKS**

### **1. Management Practices and Organizational Behaviour**

#### **(i) Meaning, Nature and Scope of Management:**

Emergence of Management Thought — Classical, Neo-Classical and Modern Theories; Roles, Skills and Responsibilities of Managers; Universality of Management Principles; Functions of Management; Comparative Management

#### **(ii) Planning and Decision Making**

Process, Premises, Types of Plans; Decision — Making — Process, Types of Decisions, Creativity in Decision Making, Techniques; Control — Process and Techniques.

#### **(iii) Organizations — Meaning, Principles, Types of Organizations**

Organizational Behaviour - Meaning and Scope; Models of OB; Contributing Disciplines to OB: Emerging Challenges for OB: Organizations as Social Systems

#### **(iv) Foundations of Individual Behaviour; Individual Differences**

Basic understanding of Attitudes, perception, Personality, and Learning; Work Motivation — Theories and Applications; communication — Process, Forms, Barriers and Effectiveness.

#### **(v) Group Dynamics**

Overview of Groups, Types, Stages, Group Decision — making; Interpersonal Relationship; Inter — group Dynamics — Interactions, Influencing Factors; Leadership Concept, Theories, and Effectiveness.

### **2. Business Statistics**

#### **(i) Definition/ Concept/ Process:**

Definition of Statistics, Process of Statistical Investigation, Frequency Distribution and their Analysis — Measures of Central Tendency, Measures of Dispersion

#### **(ii) Correlation Analysis**

Introduction to Multiple and Partial Correlation, Regression Analysis: Estimation using Regression Lines. Probability theory and Probability Distributions — Binomial, Poisson and Normal Distributions

### **(iii) Estimation**

Point Estimation and Interval estimation. Hypothesis Testing — One sample test, Two Sample Test, T-Test, F-Test, And Analysis of Variance

### **(iv) Non-Parametric Tests**

Advantages of Non-Parametric Test, Chi-Square Test, The Sign Test, Rank Sum Test, The Kruskal-Wallis Test, Spearman's Rank Correlation Test

### **(v) Time Series**

Variations in Time Series Trend Analysis, Methods of Measuring Trend Cyclical Variations

## **3. Managerial Economics**

### **(i) Economic Background to Management**

Economics as discipline, the economic problem, the circular flow of economic activities, functions of an economic system. The business firm and its objectives

### **(ii) Managerial Economics**

Nature & Scope of Managerial Economics, Five Fundamental Concepts in decision making: Incrementalism, Marginalism, The Equimarginal Principle, The Time Perspective, The Discounting Principle, The Opportunity Cost

### **(iii) Demand Analysis**

Types & Determinants of Demand, Law of Demand, The Elasticity of Demand, Elasticity of Demand, Demand Forecasting; Approaches to Forecasting, Forecasting Methods.

### **(iv) Production & Cost Analysis:**

Cost concept, nature, types and managerial uses of cost, Determinants of Costs, Production function, Break-even analysis

### **(v) Price Analysis**

Pricing, Methods & Strategies of Pricing, Price Discrimination, Psychological Aspects of Pricing. Price determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly

## **4. Business Environment**

### **(i) System Approach to Management**

Open Systems Approach, Strategic Planning, Need for Environmental Scanning, Different Aspects of Business Environment. History of Indian Business, Medieval and Modern Era, Contemporary Business Scene in India

### **(ii) State and Markets**

Changing Government — Business Relationship, Liberalization and Globalization. Changes in Company, Anti-Trust Foreign Investment and Labour Laws

### **(iii) Economic Policy, Industrial, Fiscal and Monetary Policies**

Business Support Systems and Financial Structure of Indian Economy. Social Change in India, Urbanization, Middle Class Revolution, Caste and Communal Tensions, Indian Psyche Gender and Social Inequalities, Indian Cultural Ethos and Global Culture, Westernization and Sanskritisation

### **(iv) Business and Politics in India**

Centre-State Relationships and other Constitutional Problems related to Business, Fundamental Rights and Directive Principles. Technological Environment, Patenting Laws-National and International R. & D. Scene, Technology Transfer from Lab. To Industry and Internationally. Information Technology Environment

### **(v) Multinational Corporations**

Public Sector and -Privatization, Attracting Foreign Investment, MNC's and Nation States, WTO. Future outlook for society, Polity and Economy Business in 21st Century, ecology and Sustainable Development

## **5. Indian Ethos & Business Ethics**

### **(i) Concept of Ethics**

Relation between Ethics and Business Management, Importance of Ethics in Business, Ethics in Management

### **(ii) Concept of Values**

Types of Values; Values for Managers; Human Values in Management; Relevance of Values in Modern Management; Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values

### **(iii) Indian Insights into TQM**

Work Ethos; Indian Culture and Spirituality — Lessons for Management.

### **(iv) Techniques for improving inner capacity**

Meditation, Yoga, Silent Sitting and Singing. Spirituality and work

### **(v) Dominant Indian Values and Organizational Effectiveness:**

Need for Values in Global Change. Indian Perspective: Ethics in Management.

## **6. Accounting for Managers**

### **(i) Accounting and its functions**

Concepts and Conventions in Accounting, Accounting Cycle, Rules of Double Entry System, Journal, Ledger and Trial balance, Subsidiary Books - Meaning, Purpose and Types. Types of Cash Books (Single, Double, Thre Column and Petty Cash Book.

### **(ii) Preparation of Final Accounts**

(including manufacturing account) relating to Sole Proprietor with adjustments.

Elementary Introduction of Final Accounts of a company

### **(iii) Depreciation**

Concepts, Methods of Recording Depreciation in Account Books, Methods of Calculating Depreciation. For Numerical - Straight Line Method and Written Down Value Method

### **(iv) Fund Flow Statement**

Need, Meaning, Significance, Limitation, Preparation of Fund Flow Statement

### **(v) Marginal Costing**

Meaning, Application of Marginal Costing in Decision Making. Ratio Analysis - Liquidity ratios, Solvency ratios, Profitability Ratios and Turnover Ratios.

## **7. Organizational Change & Development**

### **(i) Management of Change**

Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change

## **(ii) Organizational effectiveness**

Concepts, approaches and its determinants, organizational diagnosis - Methods, collection of data and identification of problems

## **(iii) Organizational development**

Definition, objectives, characteristics, models of OD, action research, stages of programmer, underlying assumptions and values

## **(iv) OD Interventions**

Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peacemaking, counseling, learning styles and development, MBO, managerial grid, team building, likert systems -- four, confrontation meeting, process consultation, survey feedback, Institutional building

# **8. Management Science**

## **(i) Executive problems, Scope for Quantification**

Translating Business Problems into Mathematics, Concept of Limits' Graphical tabular representation - Concept of a Function, Role of Functional Analysis and Business, Inequalities and their representation on Graphs. Concept of Interre. Continuous functions

## **(ii) History, Development of Operations research**

Characteristics of Operation Research, Systems thinking and O.R. Methods of operation Research Model Formulation and Types of Model. Prototype Problems of operation Research

## **(iii) Linear Programming**

Concept, Importance, assumptions and application, Problem Formulation, Graphical Method, Simplex Methods (Solving maximization problem with less than equal to constraints). Concept of Primal and Dual in Linear Programming

## **(iv) Transportation problem**

Importance, Assumptions and its practical applications, NWCM, LCM, VAM, Optimum solution for Transportation-MODI, Assignment problem- managerial applications, Solving maximization and minimization problem

### **(v) Competitive Strategies**

Theory of Games, Application, Assumption and limitation of game theory, Duopoly Two Person Zero Sum game, Pure and Mixed Strategies, Criteria of Choosing strategies and simple numerical problems based on these

## **9. Human Resource Management**

### **(i) Human Resource Management:**

Human Resource Management- Introduction & Importance, Functions of HRM, Genesis and Growth of HRM Challenges & Environmental Influences on HRM. Various approaches to HRM, Human Resource Planning- Definition, Importance, HRP Process, Approaches to HRP

### **(ii) Employment & Development:**

Job Analysis, Recruitment- Concept and Sources, Selection- Process and Methods, Interview- Types and Importance, Induction- Concept & Approaches, Training, Methods of Training, Evaluating Training Effectiveness, Executive Development, Performance Appraisal - Concept, Importance and Methods

### **(iii) Compensation Management**

Job Evaluation, Wages & Salary Administration, Wage Determination Process, Factors Affecting Wage & Salary, Wage Differentials, Incentive Plans, and Fringe Benefits. Executive Compensation

### **(iv) Maintenance and Disciplining The Employees:**

Quality of Work Life, Health & Safety Measures, Social Security & Welfare Practices in India. Grievance Handling and Grievance Procedure, Managing Discipline, Disciplinary Action, Employee Separation & Retention Techniques.

### **(v) International Human Resource Management**

International Human Resource Management - Concept & Importance, Expatriate- Definition & Roles, Domestic Vs. International Human Resource Management, Selection Approaches in IHRM, Repatriation- Concept, Importance and Process

## **10. Financial Management**

### **(i) Financial Management**

Introduction, meaning and definition of financial management, functions of financial manager, objective of the firm.

## **(ii) Capital Budgeting**

Definition and concept of capital budgeting, importance of capital budgeting methods of appraisal - Pay back, average rate of return, IRR and NPV methods, Comparison of IRR and NPV. Cost of capital - importance, definition and concept, measurement of cost of capital of a specific source and overall cost of capital

## **(iii) Operating and financial leverage**

EBIT - EPS analysis, combined leverage. Capital structure theories - NI and NOI approach, M.M. Approach, Traditional Approach, capital structure designing, stability in dividends, factors influencing capital structure

## **(iv) Dividend decisions**

Relevance and irrelevance of dividend decision, Walter model, Gordon models. Dividend Policy in Practice - Dividend payout ratio, stability in dividends, legal contractual and internal constraints: Owners consideration and capital market considerations, types of dividends, Stock dividends

## **(v) Working Capital Management**

Meaning and scope of working capital management, Factors affecting requirements of working capital.

# **11. Marketing Management**

## **(i) Nature and scope of marketing.**

Corporate orientations towards the marketplace. The marketing environment and environment scanning. Marketing Information System and Marketing Research.

## **(ii) Markets**

Understanding Consumer and Industrial Markets, Market Segmentation, Targeting and Positioning.

## **(iii) Product decisions**

Product mix, product life cycle, and new product development, branding and packaging decisions. Pricing methods and strategies.

## **(iv) Promotion decisions**

Promotion mix, advertising, sales promotion, publicity and personal selling. Channel management - selection, cooperation and conflict management, vertical marketing - implementation and systems

**(v) Organizing and implementing marketing in the organization.**

Evaluation and control of marketing efforts. New issues in marketing - Globalization, Consumerism, Green marketing, Legal issues.

**12. Operations Management**

**(i) The Operations Management System**

Responsibilities of operations personnel, Basic Manufacturing Process-Continuous Intermittent and Repetitive flows of processing. The Production Control System for intermittent and continuous floor processes

**(ii) Inventory Control**

Costs associated with inventory control systems, Economic Order Quantity. Purchasing function, Source selection, Vendor rating, Value analysis

**(iii) Method of study**

Work Study, Method study and motivation study. Plant Layout concepts. Developing the process layout and the product layout. Facility location planning.

**(iv) Project Scheduling PERT/ CPM Method**

Project Scheduling PERT / CPM Method - Network analysis, earliest and latest time analysis. Gantt Charts

**(v) Acceptance Sampling by Attributes**

Single Sample, double sample and multiple sample plans with stated risk. Control Charts for variables - averages and ranges. Control charts for defectives - fraction defective and numbers defective

**13. Research Methodology**

**(i) Meaning/ Objectives of Research:**

Meaning of research; Objectives of Research, Types of Research; Research process. Business Research Definition, Meaning of Research Methodology, Scientific Methods. Problem Formulation

**(ii) Research Design**

Features of Good Research Design. Different Research Design, Experimental, Exploratory and Descriptive. Sampling Design: Steps in Sampling Design. Types of Sample Designs - Profitability and Non-Profitability Sampling, Sampling Bias and Errors



**(iii) Data Collection:**

Primary vs Secondary data. Questionnaire Design, Guidelines for Constructing Questionnaire. Case Study Method. Attitude Measurement and Scaling Techniques

**(iv) Analysis of Data**

Use of Computer Software in Data Analysis-ANOVA, Regression Analysis, Factor Analysis, Discriminant Analysis

**(v) Report Writing and Presentation:**

Graphs, Charts, Diagrams of Presentations. Layout of Research Report, Types of Reports, Precautions for writing Report

**14. Strategic Analysis**

**(i) Strategy Framework:**

Introduction to strategy, Strategic Planning Process, Strategic decision making Business definition, Goal setting, Policy formulation, Mission and Objectives

**(ii) Analysing Resources, Capabilities and Competencies**

Strategy and Structure, Value chain analysis, Benchmarking, Balanced Scorecard, Competitive Advantage and Core Competence.

**(iii) External Analysis:**

Environmental Analysis, Environmental Forecasting, Industry and Competitor Analysis

**(iv) Strategic Alternative**

Grand Strategies, Diversification and Integration, Merger, Turnaround, Divestment, Liquidation and Combination Strategies

**(v) Strategic Choice**

Process, Corporate Portfolio Analysis, Product Market Matrix, Competitive Strategies, SWOT Analysis, TOWS Matrix.

## **15. Industrial Relations**

### **(i) Industrial Relations**

Concepts and aspects of Industrial Relations, Functions of Industrial Relations, Objectives of Industrial Relations, Significance of Industrial Relations, Evolutionary shift in Industrial Relations, Approaches to Industrial Relations

### **(ii) Trade Unionism**

Concept of Trade Union, Objectives and Functions of Trade Unions, Types of Trade Union, Significance for Trade Unions, Labour Movement and Trade Unions, Rise and Growth of Trade Unionism. Government policies regarding Trade Unionism

### **(iii) Industrial Disputes**

Prevention & Settlement Concept of Industrial Disputes, forms and types of Industrial Disputes, Causes of Industrial Disputes, Impact of Industrial Disputes, Statutory and non-statutory measures to deal with industrial disputes. Prevention and settlement of industrial disputes.

### **(iv) Collective Bargaining**

Concept of Collective Bargaining, functions, objectives and significance of Collective bargaining, Process of Collective Bargaining, Approaches to collective bargaining, Extent and scope of Collective bargaining in India, Collective bargaining agreement and its application.

### **(v) Workers Participation in Management**

Meaning, Objectives of Workers participation, Essentials of workers participation in management, Forms and Methods of workers participation in Management, Concept of Labour Welfare, Labour Welfare in India, I.L.O. and its role in Industrial Relations.

## **16. Labour Legislations and Wages Act**

- (i) The Factories Act, 1948, The Employees Provident Funds and Misc. Provisions Act, 1952.
- (ii) The Workmen Compensation Act, 1923, The Payment of Wages Act 1936. The Minimum Wages Act, 1948.'
- (iii) The Industrial Disputes Act, 1947, Misconduct/Dismissal/discharge and Domestic Enquiry.
- (iv) The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961.
- (v) The Employees State Insurance Act, 1948, The Trade Union Act, 1926, The Payment of Gratuity Act, 1972.

(vi) Concept, Types, Factors influencing wages, Wage Theories and Wage Differentials

- The Minimum Wages Act, 1948.
- The Payment of Wages Act, 1936.
- The Payment of Bonus Act, 1965.
- The Equal Remuneration Act, 1976.
- The Payment of Gratuity Act, 1972. ,;-
- The Employees' Provident Fund and Miscellaneous Provisions Act 1952.

## **17. Strategic Management**

### **(i) Strategy Implementation Process:**

Interdependence of formulation and implementation of Corporate Strategy, Forward Linkage and Backward Linkage, Strategy Implementation Process,, Selection of an implementation approach.

### **(ii) Analysing Organisation Structure:**

Organization Structure, Approaches to Organization Structure, Matching Structure to Strategy, Resources Allocation

### **(iii) Analysing Strategic Change:**

Need for Change, Types of Change, Change Agents, Strategic Change, Levels of Strategic Change, Resistance to Change, Corporate Culture and Climate, Organization Development Interventions.

### **(iv) Leadership and Functional Implementation**

Leadership Implementation, Sources of Organizational Power and Politics, Functional Implementation - Production Policies, Marketing Policies, Financial Policies, Human Resources Policies and Research & Development Policies

### **(v) Strategic Evaluation and Control**

Organizational Control and Strategic Control, Process of Strategic Control, Strategic Control and Environmental Factors, Information for Strategic Control, Implementing Strategic Control.

## **18. Industrial Psychology**

### **(i) Industrial Psychology concept:**

Industrial Psychology concept, Development of Industrial Psychology, Scope of Industrial Psychology, Major Problems of Industrial Psychology. Psychological Tests: Characteristics of Psychological Tests, Types of Tests, Importance, and Limitation of Psychological Tests.

### **(ii) Attitudes and Human Engineering:**

Meaning, Components of attitudes, attitudes measurement and change, cognitive dissonance theory; measurement of the A-B relationship. Human Engineering - work study, time study, motion study. Job Analysis, Job enlargement, job enrichment

### **(iii) Learning & Development:**

Definition, theories: classical conditioning, operant conditioning. Conditions of the learning development process

### **(iv) Personality and Interpersonal Relationship:**

Meaning, theories of personality. Interpersonal Relationships and group dynamics. Determinants of interpersonal relationships; Management of interpersonal relationships, group dynamics: formal, informal groups, group decision-making; group think & group shift.

### **(v) Fatigue, Monotony, Boredom, Safety, Accidents, Organizational stress**

Major causes, major effects and coping with stress. Work and equipment design, working conditions.

## **19. Strategic Human Resource Development**

### **(i) Strategic Human Resource Management**

Meaning & Significance, Role of Human Resource Management in Strategic Management, Emergence and Evolution of Strategic Human Resource Management.

### **(ii) Human Resource Development:**

Meaning, Importance of HRD, Mechanism, Processes, Instruments & out-comes, Human Resource Development Strategies & Practices, The HRD Matrix, HRD Scorecard, HRD as a strategic tool for gaining competitive advantage.

**(iii) Career Management and HRD:**

Career Planning, Changing careers, Career Stages, Career Path Development, Managing Career Plateau, Strategic Knowledge Management, Competency Mapping and Career Management.

**(iv) HRD**

Counseling, Mentoring, Coaching, Emotional Intelligence, HRD Culture & Climate, Human Resource Development Climate, Determinants of HRD Climate

**(v) Strategic Human Resource Development: "**

Meaning & Significance, Human Resource Development and Business Strategy, HRD Audit, HRD and Diversity.

**PART-B- 30 MARKS**

1. General Knowledge
2. General Aptitudes
3. Reasoning
4. Mathematics
5. Language & Behavioural Aptitude