

POSITION - OFFICER TRAINEE- HR

Duration: 2 Hours

Total Marks: 170

Pattern and Scheme of Question Paper

Part	Sections	Test	No. of questions (Each question carries 1 mark)
I	1	English Language	17
	2	Quantitative Aptitude Test	34
	3	Intellectual Potential Test (Logical Reasoning & Data Interpretation)	34
		TOTAL	85
II	1	Academic / Domain Knowledge	85

Syllabus:

MBA HR -Syllabus	
1	<p>Business ethics, corporate governance and CSR Subtopics: Introduction to business ethics, sources and types of ethics, role of ethics in management, creating an ethical organization; overview of corporate governance, board structures and style, Board of directors: roles and responsibilities, board management relationship and management performance codes and laws; Responsible business, CSR policies, major stakeholders - their current and future plans, organizational, social and economic issues, role of civil society and government, challenges,</p>
2	<p>Business Policy and Strategic Analysis Basic Concepts of Strategic Management, Scanning the Environment- Environmental Scanning and Industry Analysis, Internal Scanning: Organizing Analysis, Strategy Formulation- Strategy Formulation: Situation Analysis and Business Strategy, Strategy Formulation: Corporate Strategy, Strategy Formulation: Functional Strategy and Strategic Choice, Strategy Implementation and Control- strategy Implementation: Organizing for Action, Strategy Implementation: Staffing and Directing, Evaluation and Control, Other Strategic Issues- Strategic Issues in Managing Technology and Innovation, Strategic Issues in Entrepreneurial Ventures and Small Businesses, Strategic Issues in Not-For-Profit Organizations</p>
3	<p>Collective Bargaining and Negotiations process Nature, Conditions for successful bargaining, Advantages and current trends in bargaining, Issues fo0r concerns for employers, negotiation- objectives, team structure, and strategy, negotiation process-reactions, discussions, and style, negotiation agreement</p>
4	<p>Conflict Management Definition, intervention process, sources, reasons and different levels of conflicts, conflict management strategies</p>

5	<p>Cross Cultural and Global Management Approaches to the study of comparative employment policy, Convergence theory, The cultural approach, The institutionalist perspective, International HRM Models- Poole's adaptation of the Harvard model, The Brewster and Bournois model of International HRM, International HRM, Problems of International Research Internationalization of HR Activities, Types of International Business, inter country Differences affecting HRM, causes for International assignments failure, International Staffing Policy Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers, Understanding Culture, Organizational culture & National culture, Cross – culture Theories, Cross – Culture Business Communication & Behaviour, Culture & Organizational Performance, Training & Maintaining International Compensation, Training for Expatriate Managers, National Differences in Compensation. Factors Influencing International Compensation, Components of Remuneration Package, Performance appraisal of International Manager, Expatriate Performance Management, Repatriation, International Labour relations</p>
6	<p>Emotional Intelligence and Managerial Effectiveness Concept of EI, theories, and measurement, EI and managerial performance</p>
7	<p>Grievance Management Concept of Grievance, Causes of Grievance, Need for a Grievance Redressal Procedure, Effective Grievance Redressal, Steps in a Grievance Redressal Procedure, Grievance Redressal Procedure in Unionized Organizations, Legislative Aspects of the Grievance, Redressal Procedure in India</p>
8	<p>Human Resource Development: Strategies and Systems Human resource development process—assessment, design, implementation, and evaluation, Training, coaching, mentoring, counseling, career planning and development, aligning strategy with HRD activities</p>
9	<p>Human Resource Information System Human Resource Management-Systems Approach, strategic Role of Information in HRM, Information Technology-Concepts & Issues, HRIS Philosophy ,HRIS Implementation and Control, Designing an HRIS Department, Statistical Applications in HR, Compensation and Benefits Management, Training and Development, HR Planning and Analysis, Social Reporting, HRIS Initiatives in Indian Companies</p>
10	<p>Human Resource Management Introduction, staffing, manpower planning, performance appraisal, wage and salary administration, employee welfare, accidents and safety issues</p>
11	<p>Human Resource Planning Objectives, H R P at Different Levels, The Process of HRP, Assessing Current Human Resources and Making an Inventory, Forecasting, Matching the Inventory with Future Requirements, Managing the Forecasted Demand/ Surplus, Managing Future Demand, Managing Future Surplus, Dealing with Surplus Manpower, Growing Importance of Human Resource Planning, Current Trends</p>
12	<p>Industrial Relations & Trade Unions Nature, concept, models and theories of IR, Collective bargaining, industrial disputes, workers participation management, employee discipline, grievance handling, trade unionism, development of unionism, structure and types of unions, trade unions act, issue of registration and recognition, problems of unions in liberalised economy</p>

13	<p>Labour Laws Introduction; Regulatory laws-Trade union act 1926, ID act 1947, Industrial employment act (standing order act) 1946, Protective laws- Factories act, 1948, Wage laws- minimum wages act, 1948, payment of wages act, 1936, Equal remuneration act, 1976, The payment of bonus act, 1965, Social security laws- EPF act, 1952, ESI act, 1948, workmen's compensation act 1923, Maternity benefit act, 1961, payment of gratuity act, 1972, Contract labor laws Contract labour act 1986, Bonded labour system act 1986, child labour act, 1986</p>
14	<p>Managing change and organizational effectiveness Understand the dynamics of change, reasons for change, diagnosis for change, resistance to change, change agents, forms of interventions, models of change, implementing change in organizations, consolidating change, organizational effectiveness: theories and models, indicators of effectiveness, organizational health, financial and non financial measures</p>
15	<p>Management of Compensations and Benefits Wages and salary concepts, Factors affecting wage and salary, legislative measures, job evaluation, components of compensation, linking rewards with performance, indirect or fringe benefits</p>
16	<p>Management Process and Organizational Behavior Foundations of Individual Behaviour, Values and Personality, Attitudes and job satisfaction, Perception and individual decision making, Motivation in the Workplace, Motivation Through Applied Performance, Practices, emotions and moods</p>
17	<p>Managing Interpersonal and Group Processes Foundations of Group understanding work temas, communication, leadership, Stress Management, Decision Making and Creativity, Power and politics, conflict and negotiation</p>
18	<p>Organizational Structure Design and Change Foundation of structure, factors affecting structure- environment, strategy, size, culture and technology, organizational development and change, stress management, corporate transformation and turnaround</p>
19	<p>Performance Management & Appraisal Goals and objectives, Planning performance, self appraisal performance analysis, performance ratings techniques, performance review discussion, using performance management data for HR decisions and performance improvements goals and objectives, Planning performance, self appraisal performance analysis, performance ratings techniques, performance review discussion, using performance management data for HR decisions and performance improvements</p>
20	<p>Quantitative Methods & Research Methodology Introduction to research methodology, types of research, Research process-problem identification, literature survey theoretical framework and hypothesis development, variables identification, research design formulation, data collection methods –preliminary and secondary methods, measurement of variables, scaling techniques, reliability and validity issues, sampling techniques, data analysis and interpretation, statistical techniques, central tendency measures, graphs and diagrams, measures of variability,, T- tests, correlation techniques,, chi square, regression analysis, multivariate statistics- factor analysis, MRA,, discriminant analysis, canonical correlation, structure equation modeling</p>

21	<p>Recruitment & Selection</p> <p>Understanding the staffing process, recruitment- internal and external sources, advantages and disadvantages, selection process- pseudo scientific methods, scientific selection process- tests-and issues, interview process, probation, internal mobility</p>
22	<p>Rewards & Recognition</p> <p>Types of rewards,- n=monetary and non monetary, performance reward link, pay for performance- types, challenges, psychological contracts for managing performance , Incentives,- individual, group and organization based incentives</p>
23	<p>Training and Development</p> <p>Key training issues, training need analysis, clarifying the objectives of training, designing effective training programmes, implementing training – training methodology, conducting training, trainer behavior, evaluation of training, legal issues</p>
24	<p>Transactional Analysis</p> <p>Understanding TA- life stages- father, child and adult, different types of transactions, use of TA for improving behavior</p>

NOTE: The syllabus/Topics mentioned are indicative in nature. Candidates are also expected to possess significant knowledge/proficiency pertaining to their qualifying degree/Post Graduation