

Syllabus For Management Trainee (HR)

Module I – Principles of Management & Organisational Behaviour

Management concepts, nature and functions of management, evolution of management thought, Scientific Management of F.W. Taylor, Fayol's principles of management, Bureaucratic Management, Human Relations Approach and Hawthorne Studies, Systems Approach and Contingency Approach, planning, organising, staffing, directing and controlling, authority, responsibility and accountability, delegation, decentralisation and span of control. Organisational Behaviour – meaning, nature and scope, individual behaviour, personality and its determinants, Big Five Personality Model, MBTI, perception and perceptual errors, learning theories including classical and operant conditioning, attitudes, values and job satisfaction, motivation theories including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Vroom's Expectancy Theory, Equity Theory and Goal-Setting Theory. Leadership theories and approaches, trait and behavioural theories, Fiedler's Contingency Model, Hersey-Blanchard Situational Leadership, Managerial Grid, group dynamics, group behaviour, Tuckman's stages of group development, Johari Window, Transactional Analysis, conflict management, Thomas-Kilmann Conflict Resolution Model, organisational change, resistance to change and Lewin's Three-Stage Model.

Module II – Human Resource Management

Meaning, nature, scope and objectives of Human Resource Management, evolution of HRM, Personnel Management and HRM, strategic role of HRM, HR policies and procedures, HR as a strategic business partner, competency-based HRM, Human Resource Planning, HR demand and supply forecasting, manpower inventory, succession planning, career planning and development, talent management, competency mapping and workforce planning. Job analysis, job description, job specification, job design, job enlargement, job enrichment, job rotation and competency-based job analysis. Recruitment and selection, internal and external sources of recruitment, recruitment methods and techniques, e-recruitment, employer branding, selection process, application screening, selection tests, aptitude, ability and personality tests, interviews, group discussions, assessment centres, reference and background verification, selection validity and reliability, onboarding and induction.

Module III – Performance Management, Training & Career Development

Performance management, concept, objectives and importance, performance appraisal and performance management, performance standards, Key Result Areas (KRAs), Key Performance Indicators (KPIs), competency-based performance management, traditional and modern performance appraisal methods, ranking and rating methods, Graphic Rating Scale, Critical Incident Method, Behaviourally Anchored Rating Scales (BARS), Management by Objectives (MBO), 360-Degree Feedback, Assessment Centre Method, performance counselling and performance improvement plans. Training and development, meaning, objectives and importance, Training Needs Analysis (TNA), organisational, task and individual analysis, training methods, on-the-job and off-the-job training, management development, leadership development, coaching, mentoring, e-learning and blended learning, Kirkpatrick's Four-Level Training Evaluation Model, training effectiveness and return on investment. Career development, career anchors, career pathing, succession planning, high-potential employees, talent acquisition and retention, employee engagement and employee experience.

Module IV – Compensation & Benefits Management

Concept, objectives and principles of compensation management, job evaluation, job ranking, job classification, Point Rating Method, Factor Comparison Method, internal and external equity, wage and salary administration, time rate and piece rate systems, incentive wage plans, individual and group incentives, executive compensation, performance-linked pay, variable pay, bonus and commission, employee benefits, flexible benefits, total rewards management, pay structure and pay grades, salary benchmarking, compensation surveys and pay equity, statutory and non-statutory benefits.

Module V – Industrial Relations & Labour Laws

Concept, scope and objectives of Industrial Relations, industrial relations system, role of employers, employees and Government, trade unions, functions and structure of trade unions, collective bargaining, collective agreements, workers' participation in management, industrial disputes, grievance handling, discipline and disciplinary procedures, domestic enquiry, strikes and lockouts, lay-off, retrenchment and closure, industrial conflict and dispute settlement, conciliation, mediation and arbitration. Labour legislations including the Factories Act, 1948, Industrial Disputes Act, 1947, Trade Unions Act, 1926, Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972, Employees' Provident Funds and Miscellaneous Provisions

Act, 1952, Employees' State Insurance Act, 1948, Maternity Benefit Act, 1961, Contract Labour (Regulation and Abolition) Act, 1970 and the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Major provisions of the Occupational Safety, Health and Working Conditions Code, Industrial Relations Code, Code on Wages and Code on Social Security.

Module VI – Strategic Human Resource Management

Concept and evolution of Strategic Human Resource Management, strategic HR planning, alignment of HR strategy with business strategy, vertical and horizontal alignment, strategic staffing, strategic talent management, strategic performance management, strategic compensation, employee engagement strategy, retention strategy, high-performance work systems, high-involvement work practices, human capital management, HR Scorecard and Balanced Scorecard. Strategic analysis tools including SWOT Analysis, PESTEL Analysis, Porter's Five Forces, Value Chain Analysis, VRIO Framework and McKinsey 7S Framework.

Module VII – HR Analytics & Human Resource Information Systems

Human Resource Information Systems (HRIS), concept, components and applications, HRIS architecture, recruitment information systems, payroll, attendance and leave management, performance management systems, Learning Management Systems, employee self-service systems, ERP and HR modules and cloud-based HR systems. HR Analytics, meaning, scope and importance, descriptive, diagnostic, predictive and prescriptive analytics, workforce analytics, recruitment analytics, attrition and turnover analytics, absenteeism analytics, performance analytics, training analytics, compensation analytics, employee engagement analytics, HR metrics, HR Key Performance Indicators and HR dashboards. Basic statistical tools for HR analytics including mean, median, mode, measures of dispersion, probability, correlation, regression, hypothesis testing and sampling, data visualisation and application of Excel, R, Python and SPSS in HR analytics.

Module VIII – Managerial Economics, Accounting & Financial Management

Basic concepts of managerial economics, opportunity cost, marginal and incremental analysis, demand and supply, elasticity of demand, production and cost concepts, economies and diseconomies of scale, break-even analysis, cost-volume-profit analysis and pricing decisions. Basic accounting concepts and principles, accounting standards, journal, ledger, trial balance, final accounts, depreciation, ratio analysis, cash flow statement and working capital. Objectives

and functions of financial management, time value of money, cost of capital, capital budgeting, Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, working capital management, leverage and capital structure.

Module IX – Quantitative Techniques, Operations Research & Business Research

Classification and presentation of data, measures of central tendency and dispersion, skewness and kurtosis, probability, Binomial, Poisson and Normal distributions, sampling methods and Central Limit Theorem. Statistical tests including Z-test, t-test, F-test, ANOVA, Chi-square test, correlation and regression analysis and non-parametric tests including Mann-Whitney U test. Operations Research including Linear Programming, graphical method, Simplex method, duality, transportation problems, assignment problems, PERT, CPM, critical path, floats, crashing, queuing theory and inventory models. Business Research including research process, research design, exploratory, descriptive and causal research, qualitative and quantitative research, questionnaire design, sampling design, data collection, reliability and validity, data analysis and research report preparation.

Module X – Marketing, Entrepreneurship, Governance, Ethics & Business Environment

Marketing concepts and functions, marketing environment, market segmentation, targeting and positioning, consumer behaviour, product decisions, Product Life Cycle, New Product Development, pricing strategies, distribution channels, promotion mix, Integrated Marketing Communication, digital marketing, Customer Relationship Management and Customer Lifetime Value. Entrepreneurship concepts, entrepreneurial traits and competencies, opportunity identification, business idea generation, feasibility analysis, business plan, startup ecosystem, sources of entrepreneurial finance, venture capital, angel investment, innovation and creativity, disruptive and sustaining innovation, open innovation and Intellectual Property Rights. Business environment including micro and macro environment, GDP, GNP and NNP, inflation, monetary and fiscal policy, RBI and financial system, banking and financial institutions, SEBI, GST, NITI Aayog, globalisation, liberalisation and international business environment. Corporate governance, transparency and accountability, business ethics, ethical decision-making, Corporate Social Responsibility, stakeholder management, whistle-blower mechanisms, ESG principles, sustainability and Triple Bottom Line.