

**DETAILED SYLLABUS FOR THE POST OF SENIOR MANAGER(HRD)-  
KCMMF LTD. (CATEGORY NO.464/2024)**

Maximum Mark-100

**Part (I)**

**Module I:**

**Introduction to Social Work (7 marks)**

Social work as a profession-basic methods of social work-principles and values of professional social work-Different fields of social work practice: differently abled, elderly, Women and child, youth, Dalits and tribals, and LGBTQIA+-Professional attributes of social workers.

**Module II:**

**Basics of HRM/Personnel Management (5 marks)**

Concept of Personnel Management-Personnel management vs HRM-Evolution of HRM in India, - Roles of Human Resource Managers- competencies of HR professionals-Importance of HRM in organisations.

**Module III:**

**Operative Functions of HRM (8 marks)**

H R Planning- Job Analysis- Job Description-Job Specification-Job Design-Job Evaluation-Recruitment and Selection- Training and Development: process and evaluation-Compensation Management-Performance Management.

**Module IV:**

**Industrial Relations (5 marks)**

Industrial disputes- Causes and effects; Settlement of Industrial Disputes- authorities and machinery India.

**Module V:**

**Labour Welfare (4 marks)**

Labour Welfare in India: classification of welfare measures-Working Conditions-industrial health and safety- concept of employee wellness.

**Module VI: Social Security (4 marks)**

Social Security Measures in India: Workmen's Compensation, Employees State Insurance, Maternity Benefit, Employees' Provident Fund, Gratuity, and Employees Family Pension.

**Module VII: Organisation Behaviour (5 marks)**

Organisation Behaviour- concept and scope-Hawthorne Studies-Motivation: Concept and Theories-Leadership: concept and styles-Communication-types and

process-barriers of communication- Stress: causes and effects-Theories of personality- Group behaviour.

### **Module VIII:**

#### **Organisational Change and development (3marks)**

Organisational Change: concept and strategies- Resistance to change- Organisation Development: Concept and intervention strategies.

#### **Module IX: Labour Laws (6 marks)**

Legal Provisions related to Industrial Disputes, Trade union, Standing Orders - Laws related to conditions work in factories, shops and commercial establishments and plantations-laws related wages in India (payment of wages, minimum wages and equal remuneration).

#### **Module X: Labour administration in India (3 marks)**

Functions of Labour administration; Labour Administration in India- Role of ILO & International Labour Conference-Structure and functions of labour department in Kerala.

### **Part (II)**

**Maximum marks: 50**

**Module 1:Introduction to HRM:** Concept of HR- Scope of HRM-HR functions-HRM Vs Personal Management- Changing Role of HR Manager-Current Trends in Human Resources Management-HR Analytics- International HRM **(5 marks)**

**Module 2: Human Resource Planning:** Demand and Supply Forecasting- Downsizing and Retention-Talent Acquisition-Recruitment-Selection and Induction- Job Analysis-Job Evaluation **(3 marks)**

**Module 3: Training and Development:** Training Vs Development- Assessment of training needs-Methods of Training- On the Job and Off the Job Training -Executive Development: Methods and techniques of Executive Development- Team Development and Sensitivity Training-Performance Appraisal: Uses and Process-Traditional and Contemporary methods of Performance Appraisal System **(5 marks)**

**Module 4: Wage and Salary Administration:** Objectives and Principles – Essentials of a sound wage structure – Theories of wages - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Fringe benefits and services - Employee Welfare **(5 marks)**

**Module 5 Industrial Relations:** Concept-Actors in Industrial Relations-Strike, Lock out and Lay off-Managing Conflicts- Dispute Settlement Machinery--Workers Participation in Management-Employee Health and Safety-Grievances & Discipline- Social Security-Personnel Records-HR Accounting- Stress Management-Labour Codes **(7 marks)**

**Module 6: Organisational Behavior:** Concept- Applications and Challenges of OB- Theoretical Perspectives of Human Behavior- Organisational Behavior Models- Organisational Behavior

Theories-Perception, Learning, and Personality- Interpersonal Relationship: Transactional Analysis- Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis- Johari Window

**(5 marks)**

**Module 7: Motivation:** Content- Models of Motivation - Process Models of Motivation – Significance of Motivation – Motivation Vs Morale-Theories of Motivation

**(5 marks)**

**Module 8: Leadership:** Concept-leadership and Followership- Traits of Leadership-, Behavioural and Contingency Approaches to leadership – Management Vs Leadership- Leadership Styles- AI Integration and Leadership

**(5 marks)**

**Module 9: Organizational Change:** Introduction - nature of change - Internal & External changes - Types of change - Models of change - Lewis's Force Field - Systems Model - Action Research Model - Resistance to change- Reasons for the resistance - Overcoming Resistance for the change –Business Process Re-engineering

**(5 marks)**

**Module 10: Career Management:** Concept- Career Management and Motivation- Career Development – Concept-Theories of Career Development- Career Development and Organizational Strategy- Career paths- Transitions and Plateaus: Types of career plateaus and tips for smooth career transitions- Succession Planning-Issues in Career Management

**(5 marks)**

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**NOTE: - It may be noted that apart from the topics detailed above, questions from other topics prescribed for the educational qualification of the post may also appear in the question paper. There is no undertaking that all the topics above may be covered in the question paper.**