



**NATIONAL BANK FOR AGRICULTURE AND RURAL DEVELOPMENT  
SYLLABUS FOR THE WRITTEN EXAMINATION FOR THE POST OF  
ASSISTANT MANAGER IN GRADE 'A'**

**HUMAN RESOURCE MANAGEMENT**

(The syllabus is illustrative and not exhaustive. The syllabus should not be considered as the only source of information while preparing for the examination. Keeping in view the nature of examination, all matters falling within the realm of the subject concerned will have to be studied by the candidate as questions can be asked on all relevant matters under the subject. Candidates appearing for the examination should also prepare themselves for answering questions that may be asked on the current/latest developments/Acts taking place under the subject(s) although those topics may not have been specifically included in the syllabus.)

Industrial Relations: Industrial Disputes Ordinance, 1949 – Payment of Wages Act, 1936 – The Minimum Wages Act, 1948 – Payment of Gratuity Act, 1972 – Employers Provident Fund Scheme – Miscellaneous Provision Act – Maternity Benefit Act 1961 – The Payment of Bonus Act 1965 – Equal Remuneration Act, 1976 – Industrial Employment Act, 1946.

**Industrial Dispute, Industrial Relations & Trade Unions:** Industrial Disputes Act, 1947 – Industrial Disputes – Clauses, Types and Forms of Disputes, Procedure for Settlement of Disputes, Participants in Industrial Disputes, Industrial Relations – Definition, Objectives and Contents of Industrial Relations, Aspects of Industrial Relations, Trade Unions' Act 1926, Trade Unions – Definition and Characteristics of Trade Unions, Principles of Trade Unionism, Objectives and Functions of Trade Unions, Growth of Trade Union Movement.

**Introduction to HRM / Human Resource Planning:** Nature and Scope of HRM – Functions of HRM – Models of HRM – Personnel Policies – Principles of HRM – Human Resource Planning – Definition, Objectives and elements – Importance of Human Resource Planning.

**Human Resource Management:** Aims, Processes, Issues and recent trends in Human Resource Management – Strategic Planning – Development and Implementation of HRM Systems – Definition of Organization Development, Operational Goals of Organization Development, Conditions of the success of Organization Development – OD Interventions, their classification and applications – Issues relating to building employee commitment towards Organization – Aspects pertaining to employees' attitudes / behaviour and impact thereof on productivity – Significance of Job Evaluation Exercise – Process involved in conducting the same – Compensation Surveys – Objectives and methodology utility value of compensation surveys / benchmarking studies – Public Sector Undertakings (PSUs) – HR Management and Development – Challenges arising in PSUs in liberalized environment – Definition, importance and need for Human Resource Planning – Process of Human Resource Planning – Points to consider – Manpower Plan Concepts – Short-range – Long-Range Analysis – Job Analysis – Purpose, Concept, Contents and steps in Job Analysis, Job Description, Performance Standards.

**Job Design, Analysis and Evaluation:** Job Design – Definition, Importance and Factors Affecting Job Design – Elements of Job Design; Job Analysis – Process – Importance of Job

Analysis – Job Evaluation – Overview.

**Promotion, Demotion, Transfer, Separation, Absenteeism and Turnover:** Promotion – Purpose, Types and Procedures of Promotion – Promotion Policy – Demotion – Causes and Policy for Demotion – Transfer – Purpose and Policy for Transfer – Procedure of Transfer – Separation – Discharge – Dismissal – Suspension – layoff – Redeployment – Absenteeism – Features and Reasons of Absenteeism – Measures for Control of Absenteeism – Labour Turnover – Meaning, Impact and Magnitude of Labour Turnover – Causes of Labour Turnover – Measures to Control Labour Turnover.

**Training, Development and Education:** Distinction between Training Development and Education – Need for Training – Principles and Concepts of training – Learning and Theories of Learning – Principles of Learning – Steps in training Programme – Training Policy – Training Need Assessment – Training of Different Employees – Training Techniques – On the Job Training – Off the Job Training – Lectures – Conference – Seminar or Group Discussion – Case studies – Role Playing – T-Group Training – Training Evaluation – Purpose and Objective of Management Development – Management Development Process – Components of Management Development Programme – Techniques of Management Development – On the Job (Coaching, Job Rotation, Understudy, Participation in Deliberation, Syndicate) – Off the Job (Case Study, Incident, Project, Role Playing, In-basket, Business Management Game, Laboratory, T-Group Training) – Organizational Development – Purpose – Objectives and Characteristics.

**Performance Appraisal:** Terminology – Importance of Performance Appraisal – Method of Performance Appraisal – Traditional (Strait Rating, Paired Compared, Man-to-Man Comparison, Grading, Linear Forced Choice, Forced Distribution, Critical Incidental, Group Appraisal) & Modern (MBO, Human Asset Accounting, Behaviourally Anchored rating Scale).

**Job Evaluation:** Definition – Objectives and Principles of Job Evaluation – Procedures of Job Evaluation – Methods of Job Evaluation – Ranking – Job Classification – Point System – Package Point System – Factor Comparison.

**Wage and Salary Administration:** Wage Determination Process – Wage Administration Rules – Administration of Wage and Salary – Factors Influencing Wage and Salary Structure and Administration – Theory of Wages – Minimum – Fair and Living Wages – Wage Differentials in India – Meaning – Features and Types of Rewards – Objectives of Rewards – Benefits and Employee Services.

**Group Dynamics, Human Relationship and Human Needs:** Definition and Types of Group – Process of Formation of group – Principles of Group Dynamics – Objectives of Human Relationship – Human relationship in India – Human Needs – Meaning and Types – Maslow's Role in Need Fulfilment – Frustration – Aggression – Withdrawal – Regression – Emotional Insulation – Fixation – Resignation – Compromise.

**Motivation and Morale:** Motivation – Meaning & Objectives of Motivation – Types of Motivation – Positive – Negative – Extrinsic – Self-Motivation – Group Motivation – Management Techniques Designed to Increase Motivation – Motivation – Financial and Non- Financial – Theories of Motivation – Traditional and Modern – Morale – Definition and Meaning – Individual and Group Morale – Morale and Productivity – Morale and Performance.

**Communication & Leadership:** Communication – Definition and Characteristics and its Importance in Management – Key Elements of Communication – Networks of Communications – Barriers in Communication – Conditions of Effective Communication – Leadership – Definition and

Characteristics of Communication – Classification of Leadership – Qualities of a Leader – Leadership Styles – Leadership Theories – Management Styles in India.

**Grievances and Grievances Handling:** Grievances – Definition and Causes – Need for a Grievance Procedure – Grievance Redressal Procedure – Model Grievance Procedure.

**Discipline and Disciplinary Action:** Discipline – Meaning – Features – Aims and Objectives of Discipline – Forms and Types of Discipline – Act of Indiscipline – Cause of Indiscipline – Principles for Maintenance of Discipline – Basic Guidelines for Maintenance of Discipline – Procedure for Disciplinary Action – Penalties and Punishments – Due Process – Discharge of an Employee – Code of Discipline.

**Recruitment, Selection and Tests:** Theory and Meaning – Process of Recruitment – Training and Development – Definition – Process and Ideas – Induction and Orientation

**Theories of Recruitment** – Factors Affecting Recruitment – Steps of Recruitment Process – Recruitment Policy – Sources of Recruitment – Internal & External – Methods of Recruitment – Direct, Indirect & Third Party Recruitment – Selection – Policy – Procedure and Essentials of Selection – Steps in Selection – Application Bank – Psychological Tests – Purpose – Nature and Characteristics – Achievement Tests – Personality Test – Interest Test – Interview – Types – Pattern / Structure – Non-Directive / Free Interview – Group or Discussion Interview – Stress Interview – Guidelines of effective Interview – Placement – Induction – Objective and Procedure – Techniques of Induction.

**Personnel Related:** Employee Socialization and Orientation – Promotion and Demotion in HRM – Transfers in HRM, Separation in HRM – Retirement Compensation and Benefits – Management by Objectives (MOB) – Performance Appraisal – Productivity and Morale – Employee Counselling – Turnover – Absenteeism – Employee Welfare – Employee Safety and Health – Disciplinary Procedure – Grievance Procedure – Theories on Motivation – Job Satisfaction.

**Union Management:** Trade Unionism – Collective Bargaining – Workers Participation in Management.

**Participative Management and Collective Bargaining:** Participative Management – Meaning & Objectives – Forms of Participation – Level of Participation – Forms of Participation in India – Future Prospects of Participative Management – Collective Bargaining – Origin and Beginning of Collective Bargaining – Features of Collective Bargaining – Importance & Principles of Collective Bargaining – Coverage of Collective Bargaining Agreement – Forms of Collective Bargaining – Collective Bargaining in India.