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20 One-Liners | CAIIB Human Resource Management (HRM) 2026: Complete Guide, Recollecte

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20 One-Liners to Remember

Quick-fire facts for last-minute revision.

- 1 CAIIB HRM is an elective paper offered by IIBF under the CAIIB qualification.**

Candidates choose HRM as their specialised elective after clearing the compulsory CAIIB papers.

- 2 Maslow's hierarchy places physiological needs (food, water, shelter) at the lowest level.**

Maslow's pyramid moves upward through safety, social, esteem and self-actualisation needs.

- 3 Herzberg's two-factor theory splits workplace factors into hygiene factors and motivators.**

This hygiene-versus-motivator distinction is a frequently tested concept in the HRM paper.

- 4 Hygiene factors like salary and job security prevent dissatisfaction but do not motivate.**

Their absence causes dissatisfaction even though their presence alone does not drive performance.

- 5 Motivators like achievement and recognition actually drive performance, per Herzberg.**

Motivators are linked to the content of the job itself rather than its surrounding conditions.

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6 Motivation is classified into intrinsic (internal drive) and extrinsic (external reward) types.

Intrinsic motivation comes from interest and satisfaction, extrinsic from pay and recognition.

7 The Steven Reiss theory describes human behaviour as driven by a set of basic desires.

These are commonly cited as 16 basic desires, including power, status, acceptance and curiosity.

8 Under goal theory, goal efficiency is affected by proximity, difficulty and specificity.

Clearer, well-pitched goals are said to drive better employee effort toward achieving them.

9 Kotter's 8-step change model starts with creating urgency and building a guiding coalition.

The remaining steps cover forming a vision, communicating it, and empowering action.

10 Kotter's final step is anchoring the changes in the organisation's culture.

Anchoring change in culture helps ensure new practices are not reversed over time.

11 BPR diagnosis analyses existing business processes to identify gaps and bottlenecks.

This diagnosis step precedes the actual re-engineering of the identified processes.

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- 12** **Fear of the unknown and job insecurity are cited as the chief employee fear during change.**

Employees commonly worry about losing their job security or role during organisational change.

- 13** **Learning is commonly divided into three domains: cognitive, psychomotor and affective.**

Cognitive covers knowledge, psychomotor covers physical skills, and affective covers attitudes.

- 14** **Psychomotor learning involves physical movement, coordination and skill-based actions.**

It is distinct from the cognitive (knowledge) and affective (attitude) learning domains.

- 15** **Principles of learning include readiness, exercise, effect, primacy, intensity and recency.**

These principles describe conditions that help newly learned material be retained.

- 16** **Andragogy holds that adult learners are self-directed, experience-driven and goal-oriented.**

Andragogy contrasts with pedagogy, which assumes a more teacher-directed learning style.

- 17** **Tuckman's stages of group development are forming, storming, norming, performing and adjourning.**

In norming the team builds cohesion; in performing it works at peak effectiveness.

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18 External recruitment brings fresh talent but tends to be costlier and slower than internal hiring.

Internal recruitment is faster and boosts morale but narrows the available talent pool.

19 An organic organisational structure is flexible, decentralised and adaptive with loose rules.

This is the opposite of a rigid, centrally controlled mechanistic structure.

20 ROI in HR measures the value gained from an initiative like training against its cost.

Return on Investment questions in CAIIB HRM are occasionally tested as a simple calculation.

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