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Learning Sessions

CAIIB ELECTIVE · PAPER 2

Human Resource Management

CE P2

Module-wise chapters, weightage & key topics

5	21	100	3
MODULES	CHAPTERS	MARKS	UPDATED TOPICS

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Exam snapshot

Paper pattern

- ✓ **100 questions** · 1 mark each · **100 marks**
- ✓ Duration **2 hours**, conducted **online**
- ✓ **No negative marking**
- ✓ Pass: **50%** aggregate (with module minimums)
- ✓ Mix of conceptual, applied & numerical questions

How to read this deck

- ✓ Each module shows its **indicative weightage**
- ✓ Every chapter lists **key topics** + chapter weightage
- ✓ UPDATED = topic with a recent regulatory change — revise latest figures
- ✓ Weightage is **indicative** (content volume + past-paper trend), not officially published by IIBF

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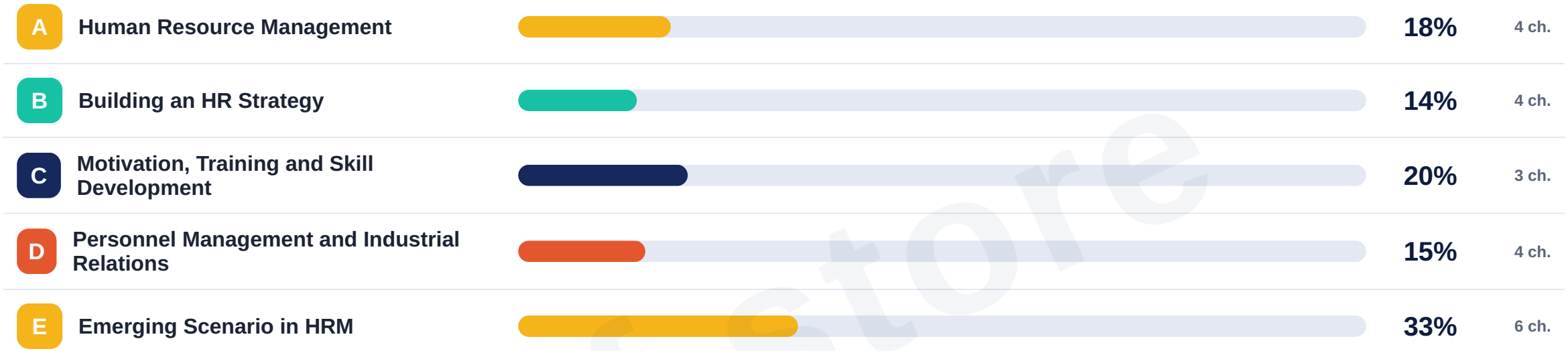
Module-wise weightage

WHERE THE MARKS SIT



Indicative distribution of 100 marks across the modules. Prioritise **Module E — Emerging Scenario in HRM**, the single largest scorer.

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Chapters & key topics

A Module A — Human Resource Management

18%
MODULE WEIGHT

1 Organisational Behaviour — 9 MARKS

Behavioural Dynamics in Organisations, The Person – Job Fit, Group Dynamics, Leadership and Team, Effectiveness, Some Contemporary Approaches to Leadership, Transformational Leadership, Human, Resource Implications of Benchmarking, Quality Initiatives in Organisations, ‘Quality Circle’: A HR Strategy, to Quality Improvement, ‘Six Sigma’: A Model for Improving in Business Processes, Positive Attitude: The, Core Behavioural Capital of Organisations, Stress Management, Business Etiquettes

2 Organisational Change — 3 MARKS

Change and Development, Change Agent, Managing Change, John P Kotter’s eight step to successful, change, ‘Responsibility Charting’

3 HRM in Indian Banks — 3 MARKS

Traditional Role of HRM in Indian Banks, Expectations from HR Department, Changing Profile of ‘HRM’ in, Banks, Major HRM Challenges Facing Banks, Core Banking and People Challenges

4 Knowledge Management — 3 MARKS

Concept of Knowledge Management (KM), Significant Features of Knowledge Management, Knowledge, Management in Banks, IT & Database Management

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Chapters & key topics

B Module B — Building an HR Strategy

14%
MODULE WEIGHT

5 CEO and his/her Team
Roles and Responsibilities of CEO, CEO and Talent Management, Executive and Line Managers, Succession, Planning, ‘Job Family’: An Integrated Model for sustained Succession Planning & Talent Management, Human Resource Audit

4 MARKS

6 Communication
Organisational Communication, Types of Communication, Barriers to Effective Communication, Steps for, Effective Communication, HR and Communication

3 MARKS

7 HR Functions
Human Resource Planning (HRP), Recruitment and Selection, Impact of Technology on Critical HR, Functions, ‘Social Media Policy’ for Organisations : Need and Contents thereof, Compensation, Incentive, Based Compensation, Attrition/Turnover Management, Employee Risk Assessment Systems in Banks

5 MARKS

8 Performance Management
Performance Management System (PMS), Performance Appraisal System, 360-Degree Appraisal, Competency Mapping, Key Result Areas (KRAs)

2 MARKS

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Chapters & key topics

C Module C — Motivation, Training and Skill Development

20% MODULE WEIGHT

9 Employee Motivation

Types of Motivation, Motivational Theories, Employee Attitude Development, Practical Applications of, Motivation, Job Enrichment, Job Enlargement, Job Rotation, Job Satisfaction

5 MARKS

10 Employee Development

Basic Objectives of ‘Training’, Training & Development: Its Need, Concepts and differences of ‘Training’, ‘Development’ and ‘Learning’, ‘Training Need’: Methods for Identification of Training Needs, Role and, Impact of Training, Changing Face of Banking in India, Future of Bank Education in India

5 MARKS

11 Training Methodology

Subject Matter of Training: ‘Learning Organisations’, Training Methodology, Current Trends in Training, Types of Training, Benefits of Training, Training & Career Development, Soft Skills Training, Challenges in, Training in Banks, Training Infrastructure in Banks, Talent Management, Creative Talents &, Dynamic Leadership: A Winning Combination, Strategies to hone up Leadership Skills, Training, for the New Generation, Return on Investment (RoI) on Training, Measuring the Success of Training, Best, Practices in Training to Help Organisations

10 MARKS

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Chapters & key topics

D Module D — Personnel Management and Industrial Relations

15%
MODULE WEIGHT

12	**Industrial Relations (Part B)** Historical Background of Trade Union Movement, Trade Unions in Banks, Industrial Relations, Collective, Bargaining	3 MARKS
13	**Employee Discipline (Grievance Redressal and Discipline)** 'Grievance': Concept and Definition, Causes & Effects of 'Grievance', Grievance Redressal Mechanism, Conflict Management, Management Dilemma	3 MARKS
14	**Workers' Participation in Management (WPM)** 'Participation': Concept & Definition, Types, Methods of Participation, Indian Banking Experience on, Workers' Participation in Management (WPM)	2 MARKS
15	**Employee Discipline (Discipline Management)** Discipline at Workplace, Discipline Management, Disciplinary Rules in Banks, Domestic Enquiry, Frauds in, Banks, The Risk Attached to Delegation of Financial Powers, Need for Vigilance Department in Banks, Diversity and Gender Issues, Dealing with Cases of Sexual Harassment, The Sexual Harassment of Women, at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH ACT)	7 MARKS

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Chapters & key topics

E Module E — Emerging Scenario in HRM · 1/2

33%
MODULE WEIGHT

16	**Organisational Culture & Creativity: New Imperatives** Definition and Characteristics of ‘Individual Culture’ and ‘Organizational Culture’, Concept and Features of, ‘Individual Creativity’ and ‘Organisational Creativity’, Distinction between ‘Creativity’ & ‘Innovation’, Impact of ‘Culture’ on ‘Creativity’ and Vice-Versa in Organisations, Essential Qualities of a ‘Creative, Leader/Manager’, Strategies to Create ‘Ethical Organizational Culture’	4 MARKS
17	**‘Corporate Sustainability’ & ‘Green HRM’: A Social & Environmental Approach to People Management** UPDATED Concept of ‘Corporate Sustainability’, Evolution from ‘Strategic HRM’ to ‘Sustainable HRM’, Various Forms, of ‘Sustainable HRM’, ‘Green HRM’: An Environmental Approach to HRM, ‘Green HRM’ Practices in Banking, Industry: Possibilities and Prospects, The Way Forward	4 MARKS
18	**‘HR Analytics’, ‘HR Entrepreneurship’ & ‘AI-Based HR Solutions’: New HR Trends for Future** UPDATED ‘HR Analytics’: Conceptual Understanding, ‘HR Metrics’ vs ‘HR Analytics’, Advantages and Disadvantages, of ‘HR Analytics’, ‘HR Entrepreneurship’: The future Buzzword, Introduction to ‘Artificial Intelligence’, Role, of ‘Artificial Intelligence’ in HR Functions	4 MARKS
19	**Leading in a ‘VUCA’ & ‘BANI’ Scenarios: New Approaches in ‘Crisis Management’** ‘Crisis’: Concept, Definition, Features & Sources, ‘Crisis Management’: Concept, Features & Need, Four, Levels of ‘Uncertainty’: Strategies to Manage, ‘VUCA’: Gravity-Driven Approach to ‘Uncertainty’ and ‘Crisis, Management’ in Organizations, Evolution of ‘BANI’ Approach in Crisis Management, ‘VUCA’ or ‘BANI’, Which is to be the Vision for Organisations to Deal with the Crisis?, Typical Models of ‘Crisis, Management’Process, Role of HR in ‘Crisis Management’ Process, Leadership Role in ‘Crisis Management’, Role of Employees in ‘Crisis Management’	9 MARKS
20	**‘Business Ethics’, ‘Corporate Governance’ & ‘Corporate Social Responsibility’: A Winning Combination for Organisational Excellence** ‘Business Ethics’: A Treasure of Trust, Areas of ‘Business Ethics’, Theories of ‘Business Ethics’, Characteristics of an ‘Ethical Organisation’, ‘Corporate Governance’: Shareholders’ Primary, Major Best, Practices for Improving ‘Corporate Governance’, Ethical issues in ‘Corporate Governance’, ‘Corporate, Social Responsibility’(CSR): A Resolve Towards Commitment to ‘Business Ethics’ & ‘Social Wellbeing, Various Models of ‘Corporate Social Responsibility’, ‘Corporate Social Responsibility’: Indian Experience	7 MARKS

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Chapters & key topics

E Module E — Emerging Scenario in HRM · 2/2

33%
MODULE WEIGHT

21 **INFORMATION TECHNOLOGY & DIGITAL BANKING MODULE A: INTRODUCTION TO INFORMATION TECHNOLOGY Information Technology and its Implications** UPDATED

Impact of Information Technology, Strategic Issues and IT, Introduction to Computer, Data Processing and methods, Computing Environments, Virtualization of, Servers, Computer Software, Open Source Software, Web Browsers

5
MARKS

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