

CERTIFICATIONS IN HUMAN RESOURCES

CPHR® Professional in Human Resources®

CPHR® Exam Content Outline

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CPHR Exam Weighting by Functional Area:

HUMAN RESOURCE FUNCTION

Human Resource Philosophy –Changing environments of HRM–Strategic human resource management–Using HRM to attain competitive advantage–Trends in HRM– Organisation of HR departments–Line and staff functions–Role of HR Managers.

SOFT COPY OF REFERENCE MATERIAL WILL BE PROVIDED

PRINCIPLES OF MANAGEMENT

Management: Science, Theory and Practice The Evolution of Management Thought and the Patterns of Management Analysis- Management and Society : Social Responsibility and Ethics- Global and Comparative Management-The Basis of Global Management–Functions of Management-The Nature and Purpose of Planning- Objectives-Strategies, Policies and Planning Premises - Decision Making-Global Planning.

RECRUITMENT & PLACEMENT

Job analysis: Methods – IT and computerized skill inventory - Writing job specification- HR and the responsive organisation. Recruitment and selection process: Employment planning and forecasting-Building employee commitment: Promotion from within- Sources, Developing and using application forms-IT and recruiting on the internet.

Employee testing & selection: Selection process, basic testing concepts, type softest, work samples& simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, and computer aided interview.

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TRAINING & DEVELOPMENT

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development the responsive managers-On-the- job and off- the – job Development techniques using HR to build a responsive organisation. Management Developments and CD- Roms-Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews-Performance appraisal in practice.

Managing careers: Career planning and development-Managing promotions and transfers.

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COMPENSATION & MANAGING QUALITY

Establishing Pay plans: Basics of compensation – factors determining pay rate-Current trends in compensation – Job evaluation-pricing managerial and professional jobs- Computerised job evaluation.

Pay for performance and financial incentives: Money and motivation-incentives for operations employees and executives – Organisation wide incentive plans- Practices in Indian organizations

Benefits and services: Statutory benefits-non-statutory (voluntary) benefits-Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

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1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice - Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1. GaryDessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel / Human Resource Management, Third edition, PHI/Pearson.
3. VSPRao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi -2000.
4. Dr.R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L. Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

