



भारतीय प्रबंध संस्थान रोहतक

INDIAN INSTITUTE OF MANAGEMENT ROHTAK

मैनेजमेंट सिटी, दक्षिण बायपास, NH 10, सुनारिया, रोहतक, हरियाणा, भारत-124010

Management City, Southern Bye Pass, NH 10, Sunaria, Rohtak, Haryana, India-124010

Sub - Welcome to the Online Executive Education Programme in Strategic Human Resources Applied Analytics - II

Dear Participants,

Greetings from IIM Rohtak!

Indian Institute of Management Rohtak welcomes you to the 50-hour online course on 'Strategic Human Resources Applied Analytics - II'.

As scheduled, the programme will commence on **11th December 2022** and will culminate on **19th March 2023**.

The programme has been designed by the experienced and learned faculty of IIM Rohtak. This programme will specifically focus on the applied methods and techniques with an output orientation for improving the human resource functions in large-scale organizations. The frameworks, models, and hands-on analytical approaches will equip the participants with developing the SMART (Specific, Measurable, Attainable, Reliable, and Time-bound) targets and identifying business contributions of the HR function in their respective organizations.

We trust that this programme is going to take you through a unique learning experience in the coming weeks.

The information brochure comprising programme objectives, tentative day-wise session schedule and faculty profile is being shared with you.

We wish you a pleasant and fruitful interactive learning experience.

Best Wishes,
IIM Rohtak



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Indian Institute of Management Rohtak

Online Executive Education
Programme in Strategic Human Resources Applied Analytics - I

Executive Education

Faculty In-charge
Prof. Koustab Ghosh

Detailed Day-Wise Session Schedule for e-MDP on Strategic Human Resources Applied Analytics - II

11th Dec 2022 to 19th March 2023

Time: 8.45 AM - 11.35 AM

Session Topic	Session No.	Coverage of topic	Case/ Reading Material	Faculty
Day 1: 11th Dec 2022				
Introduction to A Strategic Perspective of Analytics	1& 2	<ul style="list-style-type: none"> Aligning HR Analytics & Organization Strategies Class Simulations and class exercises Manpower succession planning Training design, Investments and effectiveness 	Closed Loop: the art of succession planning	Professor Pooja Patnaik
Day 2: 18th Dec 2022				
HR Audits & Benchmarking	3&4	<ul style="list-style-type: none"> HR Audit Process Recruitment and Selection Process Audit Employee administration process audit Computer based data management system audit Statutory compliance audit HR Audit Measures HR auditing as a tool of HR valuations 	1. Case: Making the Most of the Chicago Benchmarking Collaborative [Emerald] 2. In class exercise to be shared two days before the sessions	Professor Rama Shankar Yadav
Day 3: 24th Dec 2022				
Career Progression & Workforce Deployment Metrics	5&6	<ul style="list-style-type: none"> Employees per manager Employee service profiling Workforce age profiling Workforce service profiling Churn over index Separation clearance time 	1. Case: Predicting Customer Churn at QWE Inc. [Emerald] 2. In class exercise to be shared two days before the sessions	Professor Rama Shankar Yadav
Day 4: 7th Jan 2023				
Recruitment Metrics	7&8	<ul style="list-style-type: none"> Fill-up ratio, Time to Hire, Cost per hire Early turnover, Termination during probation Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires Offer reject and renege, Fulfilment ratio, Quality of hire Recruitment to HR cost 	Case: Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics	Professor Abhishek Singh
Day 5: 8th Jan 2023				
Diversity Metrics	9&10	<ul style="list-style-type: none"> Workforce diversity index Gender mix Differently abled index Implementation challenges 	CASE: Cummins India: Creating an Inclusive Workplace for Women (IIM Ahmedabad case repository)	Professor Madhurima Mishra
Day 6: 15th Jan 2023				
Learning & Development Metrics	11 & 12	<ul style="list-style-type: none"> Percentage of employee trained Internally and externally trained Training hours and cost per employee, ROI calculation Performance management for goal alignment development Reward and compensation designing 	Case: Training and development at BPOLAND	Professor Ankur Jain
Day 7: 21st Jan 2023				
Talent Retention Metrics & Talent Analytics Maturity Model	13 & 14	<ul style="list-style-type: none"> Retention index Voluntary and involuntary turnover Turnover by department, grades, performance, and service tenure Internal hired index 	Mr. Mehta's Dilemma: A Case of Performance Appraisal Metrics	Professor Pooja Patnaik
Day 8: 22th Jan 2023				
HR Metrics Dashboard using excel	15 & 16	<ul style="list-style-type: none"> Process of development of dashboard Essential criteria Leading and lagging indicators Selection of appropriate metrics Sources of data 	1. Exercises and caselet to be shared before two days 2. In class Exercise	Professor Rama Shankar Yadav
Day 9: 29th Jan 2023				

KPI Dashboard using excel and Power BI	17 & 18	<ul style="list-style-type: none"> Criteria of creating KPI Dashboard Creating a sales KPI Dashboard through 9 Box Grid 	<ol style="list-style-type: none"> Exercises and caselet to be shared before two days In class Exercise 	Professor Rama Shankar Yadav
Day 10: 4th Feb 2023				
Technology and Human Dimension	19 & 20	<ul style="list-style-type: none"> Sensemaking of digital revolution: AI, Big Data, Augmented Reality, Automation Managerial competencies required in digital Deep Thinking 		Guest Faculty
Day 11: 5th Feb 2023				
Employee Gamification	21 & 22	<ul style="list-style-type: none"> What is gamification Why companies use gamification How gamification can help in recruitment and selection What is employee engagement Employee engagement survey Use of gamification in employee engagement 	Beeblock: Applebee's use of Gamification to engage employees.	Professor Harshit Singh
Day 12 : 12th Feb 2023				
HR Balanced Scorecard	23 & 24	<ul style="list-style-type: none"> Learning and Growth perspective Customer perspective Business Process perspective Financial perspective Implementing Human Resources Balanced Scorecard 	Case: TataPower Delhi Distribution Ltd measuring beyond the metrics	Professor Abhishek Singh
Day 13: 18th Feb 2023				
Advanced HR Analytics for decision making	25 & 26	<ul style="list-style-type: none"> Regional and country level differences in turnover data Predicting individual and team turnovers Turnover costs for business implications Selection decisions from previous performance data Predictive modelling of individual and team performance Identifying flight-risk candidates Process of report generation 	Hands-on Exercise/ Material to be shared before the session	Professor Koustab Ghosh
Day 14: 19th Feb 2023				
Advanced HR Analytics for decision making	27 & 28	<ul style="list-style-type: none"> Regional and country level differences in turnover data Predicting individual and team turnovers Turnover costs for business implications Selection decisions from previous performance data Predictive modelling of individual and team performance Identifying flight-risk candidates Process of report generation 	Hands-on Exercise/ Material to be shared before the session	Professor Koustab Ghosh
Day 15: 26th Feb2023				
Developing HR Analytics Unit	29 & 30	<ul style="list-style-type: none"> Go to market model Developmental model Structure, team, stakeholders/sponsor/champion Analytics culture Working with consultant/coaches Doing breakeven analysis 	<ol style="list-style-type: none"> Case: Starbucks: Schultz back in the brew In class exercises data to be shared before the sessions 	Professor Rama Shankar Yadav
Day 16: 4th March 2023				
Leadership & Change Management	31 & 32	<ul style="list-style-type: none"> Designing development centers Developing competency framework Transactional and Transformational Leadership Understanding and mapping leadership styles Motivating and engaging employees Leadership development 	Transformation of public distribution system in Chhattisgarh: Dr Raman Singh's leadership (Emerald case study)	Professor Madhurima Mishra
Day 17: 5th March 2023				
Strategy Management	33 & 34	<ul style="list-style-type: none"> Strategy Formulations Industry level analysis Value chain analysis Business and corporate analysis 	Zomato's race to capture the foodtech market	Professor Pooja Patnaik

Day 18: 12th March 2023

HR Business Partner	35 & 36	<ul style="list-style-type: none"> • HR Manager as business partner • Alignment analysis framework – horizontal Fit and Vertical Fit • Horizontal fit – balanced score card framework • HRM role to manage VUCA environment • Some important Labour laws and their impact on business 	THE AMARA RAJA GROUP (A): BUILDING HRM CAPABILITIES (IIM A)	Professor Pooja Patnaik
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Day 19: 18th March 2023

HR Corporate Strategies	37 & 38	<ul style="list-style-type: none"> • HRM issues in turnaround management – Asset retrenchment and revival • Managing expatriation and repatriation challenges • Issues in global productions chains • Conglomerates versus standalone business HRM issues • Understanding Financial statements and costing concepts 	Reading: Davis, P. J. (2017). How HR can create competitive advantage for the firm: Applying the principles of resource-based theory. Human Resource Management International Digest Case 1: Between local and global approach: need for diffused model of HRM – case of Shifa International Hospital (Emerald) Case 2: Lenovo: Human Resources Management Innovation in Tune with Corporate Change (Emerald)	Professor Koustab Ghosh
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Day 20: 19th March 2023

Group Presentation by Participants	39 & 40	Group presentations	Group presentations by the participants on project undertaken	Professor Koustab Ghosh
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* In the present format, sessions 1 to 32 are assumed to be online and sessions 33 to 40 are assumed to be on IIM Rohtak campus. In case, a minimum number of participants do not agree to come on campus or any other situation, sessions 33&34 sessions will take place on 5th March 2023, sessions 35&36 will take place on 12th March 2023, sessions 37&38 will take place on 18th March 2023 and 39&40 will take place on 19th March 2023.

Faculty Profiles



Dr. Koustab Ghosh is an Associate Professor in the Area of HRM at IIM Rohtak. He earned his Ph.D. from Vinod Gupta School of Management (VGSOM), Indian Institute of Technology Kharagpur, attended Faculty Development Programmes from IIM Calcutta and MBA from Bengal Engineering and Science University (BESU), Howrah, West Bengal. He has worked on various academic assignments and industrial projects with a number of organizations including with the Indian Council of Social Science Research (ICSSR), MMTC, RITES, NTPC, Tata Power etc. With more than ten years of experience in industry and academics, he has conducted a number of in-company training programmes and management development programmes for various private and public sector organizations. Dr. Ghosh has published a number of academic research papers in journals of national and international repute and is also on the editorial board of various peer-reviewed international and national journals. He is also in the reviewer panel of a few peer-reviewed international journals. He contributes and presents papers in various international and national conferences on a regular basis. He is a life member of Indian Society for Training and Development (ISTD); a professional member of Society for Human Resource Management (SHRM) USA; and Executive Committee member of Asian Forum on Business Education (AFBE), Bangkok.



Dr. Rama Shankar Yadav is a faculty in the area of Human Resource Management at Indian Institute of Management Rohtak. He has completed Fellow Program in Management (FPM) from Indian Institute of Management Ahmedabad. He worked as an HR Manager with Tata Motors for two years before joining his doctoral studies. Prior to IIM Rohtak, he was teaching at Banaras Hindu University, Varanasi. Dr. Yadav is also serving as an Associate Editor for Indian Journal of Human Relations and Indian Journal of Social Science Researches.



Dr. Abhishek Singh is a faculty in the area of Human Resource Management at Indian Institute of Management Rohtak. He is a PhD from Indian Institute of Technology Roorkee. While pursuing PhD, he assisted his professor in developing Training of Trainer a NPTEL course. He was awarded UGC- JRF. He is a life time member of Indian society for training and development (ISTD). Prior to PhD, he worked as an assistant manager in Global Hospital, Chennai and as an assistant professor in Lovely Professional University, Jalandhar, Punjab. He has published research paper in ABDC and Scopus listed journals and presented his research work in Annual meeting of Academy of management 2020.



Dr. Ankur Jain is a faculty in Organization Behavior and Human Resource Department at the Indian Institute of Management Rohtak. He obtained his PhD from the Indian Institute of Management Bangalore. His dissertation examines the Implications of automation on work in organizations. Prior to PhD, he did MBA from Faculty of Management Studies, University of Delhi. He also has a B.Tech. in Electronics and Communication from NIT Allahabad. He has 3.5 years of work experience, working with renowned names like ITC Ltd. and Cypress Semiconductor Technology India Private Limited. His research work has been presented at international conferences - Annual Meeting of the Academy of Management 2018, AOM Specialized Conference: Big Data and Managing in a Digital Economy 2018 and 35 th EGOS Colloquium 2019. His paper won the Best Doctoral paper award at the Pan IIM Conference 2018.



Dr. Harshit Kumar Singh holds a PhD from the Indian Institute of Management Ahmedabad in the area of Information Systems. Prior to joining his doctoral program, he has worked in the industry for three years as a Software Developer. He had completed his Bachelor's in Computer Science & Engineering from the National Institute of Technology Patna. His Ph.D. thesis investigates the challenges of large-scale adoption of work-from-home on organizations. His research interest includes IS competencies, motivational information systems with a focus on gamification and digital engagement. His teaching interests include Management Information System (MIS), Managing Software and Project Enterprises, Gamification Technology and Business, Data Structure and Algorithms and Theories of Information System.



Dr. Pooja Patnaik is working as a visiting assistant professor in the area of Organization Behavior and Human Resource Management at IIM Rohtak. She completed her PhD from the Department of Humanities and Social Sciences, Indian Institute of Technology Kharagpur. She has done M.Phil in the area of Personnel Management and Industrial Relations from Utkal University, Odisha and MBA with HR Specialization from Ravenshaw University, Odisha. Before joining IIM Rohtak, she has served as a faculty in Christ University, Bangalore.



Dr. Madhurima Mishra is a visiting assistant professor in the area of OB & HRM at IIM Rohtak. She has earned her PhD from IIM Rohtak. Previously, she was working as an Assistant Professor at Great Lakes Institute of Management, Gurugram. Dr. Mishra's research has appeared in management journals of international repute such as the Journal of Vocational Behavior, Journal of Business Ethics, Asia Pacific Journal of Management, International Journal of Conflict Management, among others. She is also the recipient of the best doctoral paper award at the 6th PAN-IIM World Management Conference at IIM Bangalore and IME Doctoral Colloquium at IIT Kanpur in 2018. Dr. Mishra serves as a reviewer for leading management journals.