



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 NH 10, Rohtak, Haryana, India-124010

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

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 – I'.

As scheduled, the programme will commence on **10th July 2022** and will culminate on **04th December 2022**.

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

Programme in Strategic Human Resources Applied Analytics - I

Executive Education

Faculty In-charge

Prof. Sanket Dash and
Prof. Abhishek Singh

Online Executive Education

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



10th July 2022 to 4th December 2022

Time: 8.45 AM - 11.35 AM

Session Topic	Session No.	Coverage of topic	Case/ Reading Material	Faculty
Day 1: 10th July 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 	Reading: Falletta, S. V., & Combs, W. L. (2020). The HR analytics cycle: a seven-step process for building evidence-based and ethical HR analytics capabilities. <i>Journal of Work-Applied Management.</i> Case: Using people analytics to drive business Performance: A case study.	Prof Abhishek Singh
Day 2: 17th July 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 	Case: Global outsourcing - USTC's entry into India: HR issues Case: Agoda: People Analytics and Business Culture (A)	Prof Rama Shankar Yadav
Day 3: 24th July 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 	Case: ABCO case Exercise: Hands on Exercise/Material Both (Case and material) will be shared before the session by the faculty	Prof Rama Shankar Yadav
Day 4: 31st July 2022				
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, 	Case: Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire	Prof. Abhishek Singh

		Agency hires & Lateral hires <ul style="list-style-type: none"> • Offer reject and renege, Fulfilment ratio, Quality of hire • Recruitment to HR cost 	Through Focused Metrics	
Day 5: 7th August 2022				
Diversity Metrics	9&10	<ul style="list-style-type: none"> • Workforce diversity index • Gender mix • Differently abled index • Implementation challenges 	Case: Using diversity, equity and inclusion to drive outcomes at Career Staff unlimited	Prof. Pooja Patnaik
Day 6: 14th August 2022				
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	Prof Ankur Jain
Day 7: 21st August 2022				
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 	Case: HCL Technologies: leveraging technology for talent acquisition transformation	Prof Rama Shankar Yadav
Day 8: 28th August 2022				
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 	Hands on Exercise/ Material to be shared before the session	Prof Rama Shankar Yadav
Day 9: 4th September 2022				
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 	Case: The steaming mug (IIMA) Hands on Exercise/ Material to be shared before the session	Prof Rama Shankar Yadav
Day 10: 11th September 2022				
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 		Mr. Preem Prakaash Dayaal (Visiting faculty)
Day 11: 18th September 2022				
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." Caselet will be shared by prof.	Prof. Harshit Kumar

			Before the session	
Day 12 : 25th September 2022				
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 	<p>Case: TataPower Delhi Distribution Ltd measuring beyond the metrics</p> <p>Reading: Using the Balanced Scorecard as a Strategic Management System (HBR, 2007).</p>	Prof. Abhishek Singh
Day 13: 9th October 2022				
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 <p>Process of report generation</p>	<p>Hands on Exercise/ Material to be shared before the session</p>	Prof. Kuldeep Baisya
Day 14: 16th October 2022				
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 	<p>Hands on Exercise/ Material to be shared before the session</p>	Prof. Kuldeep Baisya
Day 15: 30th October 2022				
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 	<p>Starbucks: Schultz back at the Brew (emerald publication)</p>	Prof Rama Shankar Yadav
Day 16: 6th November 2022				
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 	<p>Case: Booster juice - big shoes to fill (Emerald)</p> <p>Case: T-r-e-a-t' leadership a leadership model for knowledge-based</p>	Prof Rama Shankar Yadav

			organisations (IIMA)	
Day 17: 13rd November 2022				
Strategy Management	33 & 34	<ul style="list-style-type: none"> • Strategy Formulations • Industry level analysis • Value chain analysis • Business and corporate analysis 	R: what is a value chain analysis? 3 steps (hbr) Systems breakdown in recruitment at mccune contracting (emerald)	Prof Sanket Dash
Day 18: 20th November 2022				
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 	Case Study: The amara raja group (a): building hrm capabilities (iim a)	Prof. Pooja Patnaik
Day 19: 27th November 2022				
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. <i>Human Resource Management International Digest</i> Case: The Paradox of Training Metrics (IIM A)	Prof Sanket Dash
Day 20: 4th December 2022				
Group Presentation by Participants	39 & 40	Group presentations	Group presentations by the participants on project undertaken	Prof Sanket Dash & Prof. Abhishek Singh
<p>* 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 13th November 2022, sessions 35&36 will take place on 20th November 2022, sessions 37&38 will take place on 27th November 2022 and 39&40 will take place on 04th December 2022.</p>				

Programme Coordinator



Name of Faculty: Prof. Dheeraj Sharma

Current Post held: Director

Employment Record/Experience:

Prof. Dheeraj Sharma (Director, IIM Rohtak) is a marketing professor and writer. He has taught at numerous educational institutions including University of North Texas, Louisiana Tech University, University of Winnipeg, Ball State University, Athabasca University and IIM Ahmedabad. Prof. Sharma has a doctoral degree with a major in marketing and a double minor in psychology and quantitative analysis from Louisiana Tech University. His primary research interests are “relationships” in business domain. He explores relationships in the context of Workforce motivation (different levels of employees in an organization), behavioral channel theory (relationship between channels and organizations), international marketing strategy (cross-cultural relationship such as between brands across national boundaries), personal selling, brand management (relationship between consumers and brands), social media management (Human to Human Relationships), and ethics (Relationship between individual, organization and society). As a doctoral candidate, Dr. Sharma was Robert B. Toulouse Doctoral Fellow and Graduate School Doctoral Fellow. He is a member of who's who of American professionals. He has conducted/participated in training programs and engaged in consulting assignment(s) with ICI Paints, Duncan Holdings LLC, Globe Rangers LLC, Hero Cycles Ltd, First Merchants Bank of America, Ambuja Cements, Mahindra and Mahindra, Tata Motors, Tata Teleservices Ltd, Tata Housing, Exide batteries, Central Warehousing Corporation, Life Insurance Company, Employee State Insurance Corporation, PGIMER, Vodafone, Alkem Pharma, Zydus Pharma, Watson Pharma, Colgate Palmolive, KPMG, Price Waterhouse Cooper, JK Fenner, Bajaj Auto, Cadbury, Punjab Milkfed among others. Prof. Sharma has been involved in consulting projects or/and executive training with several multinational corporations such as, He has conducted/participated in training programs and engaged in consulting assignment(s) with ICI Paints, Duncan Holdings LLC, Globe Rangers LLC, Hero Cycles Ltd, First Merchants Bank of America, Ambuja Cements, Mahindra and Mahindra, Tata Motors, Tata Teleservices Ltd, Tata Housing, Exide batteries, Central Warehousing Corporation, Life Insurance Company, Employee State Insurance Corporation, PGIMER, Vodafone, Alkem Pharma, Zydus Pharma, Watson Pharma, Colgate Palmolive, KPMG, Price Waterhouse Cooper, JK Fenner, Bajaj Auto, Cadbury, Punjab Milkfed among others. Dr. Sharma continues serve on boards and advisory boards of many organizations including central government appointed independent director on IRCTC (Indian Railways) and Punjab Government appointed independent director on Punjab State Cooperative Milk Producers Federation Limited. His expert views have been cited in many major international newspapers including Business Standard, Economic Times, Times of India, DNA, The Tribune, The Hindu, Asian Age, Vancouver Sun, Calgary Herald, Edmonton Journal, Montreal Gazette, National Post, CTV National News, among others.

Faculty Profiles



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. Sanket Sunand Dash is a faculty in the area of Organizational Behaviour & Human Resource Management (OB&HRM) at Indian Institute of Management Rohtak. He has completed Fellow Program in Management (FPM) from Indian Institute of Management Ahmedabad. He worked as a senior analyst with Deloitte US India for four years before joining the FPM program in IIM Ahmedabad. Before joining IIM Rohtak, he was a faculty at Xavier School of Human Resources (XAHR), Xavier University Bhubaneswar.



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. Pooja Patnaik is working as 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. 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 35th EGOS Colloquium 2019. His paper won the Best Doctoral paper award at the Pan IIM Conference 2018.



Dr. Kuldeep holds a Ph.D from Indian Institute of Management Shillong. He earned a B.Tech in Information Technology from North-Eastern Hill University in 2010 and had been working as a software engineer for 2.5 years before joining the doctoral programme at IIM Shillong in 2013. Prof. Kuldeep has published some of his research papers in reputed journals. He worked as an Assistant Professor at University of Engineering and Management Kolkata, and FORE School of Management, New Delhi before joining Indian Institute of Management Rohtak. His teaching interests include Marketing Management, Marketing Research, Consumer Behavior, and Marketing at the Bottom of the Pyramid.



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.