



IIM

भारतीय प्रबंध संस्थान विशाखपट्टणम
Indian Institute of Management Visakhapatnam

Subject: Welcome to the Online Executive Education Programme in Advanced Strategic Human Resource Management

Dear Participants,

Greetings from IIM Visakhapatnam.

Indian Institute of Management Visakhapatnam welcomes you to the 1st batch of the 70-hour online course on 'Advanced Strategic Human Resource Management'. As scheduled, the programme will commence on 29 December 2024 and will culminate on 8th June 2025.

The programme has been designed by the experienced and learned faculty of IIM Visakhapatnam with an objective of enabling HR professionals to learn about the latest developments in human resource management practices and make informed decisions about aligning HR practices with organizational strategies. The programme aims to impart essential knowledge of HR Management as well as advanced data analytics techniques to the participants by engaging them in hands-on case studies and scenarios in real business contexts. We believe that this programme is going to take the participants through a unique learning experience in the coming weeks. The Information brochure comprising programme objectives, day-wise session schedule, and faculty profile is being shared with you.

We wish you a pleasant and fruitful interactive learning experience.

Best wishes,

Bishakha Majumdar
Amit Baran Chakrabarti

IIM Visakhapatnam



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Executive Certificate Programme In

ADVANCED STRATEGIC HUMAN RESOURCE MANAGEMENT

Programme Introduction

Strategy is the plan a firm follows to reach its destination, and a strategy is only as effective as the people who are executing it. Therefore, alignment of the people management policies and practices of a firm to its overall strategic goals is imperative. The present programme is designed to develop a holistic understanding of the recent developments in people management in organizations, an appreciation of human resource management from the strategic perspective, and the various tools and techniques of HR Analytics. The course also provides an overview of the various digital tools at the disposal of the modern HR manager to pursue the strategic goals of the organization, and the changing nature of the work and the workplace in times of global uncertainties.

Programme Objectives

- To develop an understanding of the role of Human Resource Management in forwarding the strategy of the organization
- To develop competence in using the tools and techniques employed in Strategic Human Resource Management and HR Analytics
- To develop an appreciation of how human resource management practices change with the changing context of the organization

Pedagogy and Assessment

1. Course will be taught through online platforms.
2. Instructor's notes, data and scripts will be shared via UPTOP CAREERS Platform.
3. There will be final examination with multiple choice questions.
4. Course material is solely meant for recipient's and should not be distributed/shared elsewhere.

Roadmap of the Course

(Session timings and sequence of modules may be subject to change to accommodate availability of faculty members and industry experts)

Session	Topics covered	Instructor
15th December, Sunday		
	<u>Inauguration</u> Discussion on Course Outline Introduction and Background	Programme Directors
29th December, Sunday (8:30-11:30 AM)		
	MODULE 1: The Business Case for HRM	
1	The Changing face of HRM in Industry 4.0.	Bishakha Majumdar
2	Strategic Role of Human Resource Management	
5th January, Sunday (8:30-11:30 AM)		
	MODULE 2: Digital Transformations: Planning and Forecasting	
3	Analyzing Jobs for Critical Requirements. Competency Mapping – Steps and Procedures	Bishakha Majumdar
4	Forecasting and Scenario Planning for Human Resource Needs: Role of AI in Human Resource Planning	
12th January, Sunday (2:00-5:00 PM)		
	MODULE 3: Digital Transformations: Talent Management 4.0	
5	Digital Talent Acquisition	Bishakha Majumdar
6	Creating Employer Brands in a Digital World	
19th January, Sunday (2:00-5:00 PM)		
7	Training Talent – Tools and Techniques.	Bishakha Majumdar
8	Knowledge Management in Learning Organizations	
25th January, Saturday (2:00-5:00 PM)		
9	Building the Performance Culture	Bishakha Majumdar
10	Performance Appraisal — the Role of AI	
2nd February, Sunday (2:00-5:00 PM)		
11	Compensation Management for the Strategic Capabilities	Bishakha Majumdar
12		

Session	Topics covered	Instructor
9th February, Sunday (2:00-5:00 PM)		
13 14	MODULE 4: Strategy and HRM in Industry 4.0	Amit Baran Chakrabarti
	Business Strategies and HR Implications for Global workplaces: Cost Leadership, Differentiation, Focus strategies.	
16th February, Sunday (2:00-5:00 PM)		
15 16	Aligning HR with Corporate Strategy – Structuring for Global Expansion Strategy Implementation: Balanced Scorecard & HR Scorecard	Amit Baran Chakrabarti
23rd February, Sunday (2:00-5:00 PM)		
17 18	MODULE 5: Design Thinking in HR	Srinivas Josyula
	Future of Work and Organizational Transformation: Introduction to Design Thinking Implementing Design Thinking: Best Practices in People Management	
2nd March, Sunday (2:00-5:00 PM)		
19 20	Tips and Tools for Design Thinking in HRM	Srinivas Josyula
9th March, Sunday (2:00-5:00 PM)		
21 22	MODULE 6: Engaging the Knowledge Workforce	Bishakha Majumdar
	Engaging Workers in the Virtual/Hybrid Workplace Job Crafting for Knowledge Workers	
16th March, Sunday (2:00-5:00 PM)		
23 24	Measuring and managing Employee Lifetime Value Best practices in Human Resource Retention	Bishakha Majumdar
23rd March, Sunday (2:00-5:00 PM)		
25 26	MODULE 7: Managing HR Processes through Analytics Using SPSS & Excel	To be announced (TBA)
	The business case for HR Analytics Strategic approach to HR analytics	
30th March, Sunday (2:00-5:00 PM)		
27 28	Process of HR analytics project Fundamentals of data and data analysis - I	TBA

Session	Topics covered	Instructor
6th April, Sunday (2:00-5:00 PM)		
29	Fundamentals of data and data analysis – II	TBA
30	Ethical considerations while using HR data, importance of data quality and measures.	
13th April, Sunday (2:00-5:00 PM)		
31 32	MODULE 8: Managing HR Processes through Analytics Using SPSS & Excel	TBA
	Recruitment and Selection analytics	
20th April, Sunday (2:00-5:00 PM)		
33 34	Measuring and managing employee attitudes and engagement Learning Analytics	TBA
27th April, Sunday (2:00-5:00 PM)		
35 36	Measuring and Managing employee turnover	TBA
4th May, Sunday (2:00-5:00 PM)		
37 38	Module 9: Compensation & Benefits	TBA
	CTC Structure Design	
11th May, Sunday (2:00-5:00 PM)		
39 40	Total Rewards Incentive Schemes / Payment by Results	TBA
18th May, Sunday (2:00-5:00 PM)		
41 42	MODULE 10: Emerging Trends	Bishakha Majumdar
	Green HRM and Sustainable HRM	
25th May, Sunday (2:00-5:00 PM)		
	No classes	
7th June, Saturday (Campus Immersion)		
43	Personal growth plan for HR leaders	Bishakha Majumdar
44	Basics of financial statements I	Prince Doliya

Session	Topics covered	Instructor
45	Basics of financial statements II	Prince Doliya
46	Financial analysis for the human resources initiative	
8th June, Sunday (Campus Immersion)		
47	End-Course Evaluation	Bishakha Majumdar / Amit B Chakrabarti
48	Project Presentations	
49	Project Presentations	
50	Valedictory	

Evaluation scheme

Evaluation Component	Type (Individual/Group)	Weightage
End-Course Evaluation	Individual	50%
Project Report	Group	25%
Project Presentation	Group	25%

Programme Requirements

1. A PC with at least 4 GB RAM (preferably 8 GB).
2. A stable internet connection of 1mbs or higher.
3. Reference textbooks, if any, may be purchased by the participants.

Resource Persons

Prof. Bishakha Majumdar – Programme Director

FPM (IIM Indore); M.Sc. (University of Calcutta)

Assistant Professor, Organizational Behavior and Human Resource Management, IIM Visakhapatnam



Bishakha has taught Psychology and Organizational Behavior at the undergraduate and postgraduate levels in University of Calcutta and has been an Assistant Professor in OB & HRM at FORE School of Management, New Delhi. She has several publications in human resource management, psychology, and public health, and has received, among others, the first Prize in HRM in the ISB-Ivey Global Case Competition 2018, the WDI Case Competition Award 2018 (University of Michigan, USA), the Best Management Research Award 2013 (National Academy of Psychology), and the Young Scientist Award, 2011 (Indian Academy of Applied Psychology). She has

conducted corporate trainings and workshops extensively, in areas such as HR Analytics, Leadership, Effective Performance Feedback, Workplace Ethics, Harmonizing Self and Others, Transactional Analysis, Team Building, Time Management Techniques, HR Storytelling, Stress Management, and Work Life Balance, for organizations such as Airport Authorities of India, Coal India Limited, Indian Oil Corporation Ltd., Ministry of Labour and Employment-Govt. of India, National Academy of Customs Indirect Tax & Narcotics (NACIN-GOI), NHPC Limited, Oriental Insurance Company Limited, Relaxo Footwear, and Sonic ZF Private Limited. She has also conducted faculty development programmes in teaching, management, and leadership for Technical Education Quality Improvement Programmes (TEQIP) National Project Implementation Unit, Ministry of HRD, GOI, CBSE School Principals, and National Institute of Business Management, Sri Lanka, and is engaged in HR consultancy. She may be reached at bishakha@iimv.ac.in



Prof Amit Baran Chakrabarti

PhD (IIM Calcutta); MBA (IIM Bangalore)

Assistant Professor, Strategy, IIM Visakhapatnam

Amit comes with varied industry experience of more than eight years. He started his professional career in a start-up architectural firm. Thereafter he completed the 2-year PGP course from the Indian Institute of Management Bangalore, in the year 2004, and joined a retail consultancy organization, KSA Technopak. Later, he joined the Maharatna Central Public sector Enterprise, Indian Oil Corporation Ltd. where he completed assignments in retail sales, corporate communication, and consumer sales. He has now come back to academics after completing his fellow programme in management from the Indian Institute of Management Calcutta. As part of his academic assignments, he has worked at the Indian School of Business Hyderabad and TAPMI before joining the Indian Institute of Management Visakhapatnam. He may be reached at amit@iimv.ac.in



Prof Srinivas Josyula

PhD (University of Hyderabad)

Associate Professor, Information Systems, IIM Visakhapatnam

Dr. Srinivas Josyula has obtained his PhD from University of Hyderabad. His PhD thesis was titled "Knowledge Acquisition and Organizational Socialization among Knowledge Workers - A Study in the Indian IT Context". Before joining academics, he was associated with National Institute for Smart Government as Senior General Manager. He has a rich Industry experience of more than two decades and has previously held various senior positions in Centre for Innovations in Public Systems,



which is set up by XIII Finance Commission at the Administrative staff College of India (ASCI), Hyderabad and in Accenture, Hewlett Packard, and TCS. He also a Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), Certified in Risk and Information Systems Control (CRISC) from Information Systems Audit and Control Association (ISACA), USA. His research interests lie in the areas of Information Systems, Strategy and Governance. He may be reached at jsrinivas@iimv.ac.in

Prof Prince Doliya

PhD (IIT Roorkee); MBA (NIT, Kurukshetra)

Assistant Professor, Finance & Accounting Area, IIM Visakhapatnam

Prof. Doliya has rich domain expertise in the field of Finance. His research interests are in International Financial Reporting Standards, Decision making in Accounting & Auditing, and the interplay between Accounting and Entrepreneurship. He is a strong advocate and practitioner of use of technology in functional management domains. He may be reached at princedoliya@iimv.ac.in

