



## 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 - IV

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 - IV'.

As scheduled, the programme will commence on 22<sup>nd</sup> October 2023 and will culminate on 03<sup>rd</sup> March 2024.

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 - IV

Executive Education

Faculty In-charge

Prof. Abhishek Singh

Prof. Sanket Sunand Dash

**Detailed Day-Wise Session Schedule For eMDP On Strategic Human Resources Applied Analytics - IV**

**22nd October 2023 To 3<sup>rd</sup> March 2024 (0845 Am To 1135 Am)**

Session Topic	Session No.	Coverage Of Topic	Case/ Reading Material	Faculty
<b>Day 1: 22<sup>nd</sup> October 2023</b>				
Introduction and HR Audits & Benchmarking	1 & 2	<ul style="list-style-type: none"> <li>• Aligning Hr Analytics &amp; Organization Strategies</li> <li>• Class Simulations And Class Exercises</li> <li>• Manpower Succession Planning</li> <li>• Training Design, Investments And Effectiveness</li> <li>• Hr Audit Process</li> <li>• Recruitment And Selection Process Audit</li> <li>• Employee Administration Process Audit</li> <li>• Computer Based Data Management System Audit</li> <li>• Statutory Compliance Audit</li> <li>• Hr Audit Measures</li> <li>• Hr Auditing As A Tool Of Hr Valuations</li> </ul>	<p>Case: Agoda People Analytics And Business Culture</p> <p>To Be Shared Later</p>	Dr. Sanket Sunand Dash
<b>Day 2: 29<sup>th</sup> October 2023</b>				
Career Progression & Workforce Deployment Metrics	3 & 4	<ul style="list-style-type: none"> <li>• Employees Per Manager</li> <li>• Employee Service Profiling</li> <li>• Workforce Age Profiling</li> <li>• Workforce Service Profiling</li> <li>• Churn Over Index</li> <li>• Separation Clearance Time</li> </ul>	."Workplace Ostracism, Complacency And Career Plateau - Impediment In The Career Path Of A Dignified Clerk" And Worksheet Will Be Shared	Dr. Munmun Goswami
<b>Day 3: 5<sup>th</sup> November 2023</b>				
Talent Recruitment and Retention Metrics & Talent Analytics Maturity Model	5&6	<p>Fill-up ratio, Time to Hire, Cost per hire</p> <ul style="list-style-type: none"> <li>• Early turnover, Termination during probation</li> <li>• Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires &amp; Lateral hires</li> <li>• Offer reject and renege, Fulfilment ratio, Quality of hire</li> <li>• Recruitment to HR cost</li> <li>• Retention index</li> <li>• Voluntary and involuntary turnover</li> <li>• Turnover by department, grades, performance, and service tenure</li> <li>• Internal hired index</li> </ul>	HCL Technologies: Leveraging Technology For Talent Acquisition Transformation	Dr. Rama Shankar Yadav
<b>Day 4: 19<sup>th</sup> November 2023</b>				
Diversity Metrics	7&8	<p>Workforce Diversity Index</p> <ul style="list-style-type: none"> <li>• Gender Mix</li> <li>• Differently Abled Index</li> <li>• Implementation Challenges</li> </ul>	Using Diversity, Equity, And Inclusion To Drive Outcomes At Careerstaff Unlimited	Dr. Koustab Ghosh
<b>Day 5: 26<sup>th</sup> November 2023</b>				
Learning & Development Metrics	9 & 10	<ul style="list-style-type: none"> <li>• Percentage Of Employee Trained</li> <li>• Internally And Externally Trained</li> <li>• Training Hours And Cost Per Employee, Roi Calculation</li> <li>• Performance Management For Goal Alignment Development</li> <li>• Reward And Compensation Designing</li> </ul>	How Learning And Development Are Becoming More Agile. Hbr How To Develop A Data Savvy Hr Department. Hbr	Dr. Ankur Jain

Day 6: 3 <sup>rd</sup> December 2023				
HR Metrics Dashboard Using Excel	11 & 12	<ul style="list-style-type: none"> <li>• Process Of Development Of Dashboard</li> <li>• Essential Criteria</li> <li>• Leading And Lagging Indicators</li> <li>• Selection Of Appropriate Metrics</li> <li>• Sources Of Data</li> </ul>	Study Material To Be Shared By Faculty	Dr. Munmun Goswami
Day 7: 9 <sup>th</sup> December 2023				
KPI Dashboard Using Excel And Power BI	13 & 14	<ul style="list-style-type: none"> <li>• Criteria Of Creating Kpi Dashboard</li> <li>• Creating A Sales Kpi Dashboard Through 9 Box Grid</li> </ul>	Study Material Will Be Shared By Faculty Member, If Any	Industry Expert
Day 8: 10 <sup>th</sup> December 2023				
Tableau in HR analytics	15 & 16	<ul style="list-style-type: none"> <li>• Developing dashboards using Tableau</li> </ul>	Study Material Will Be Shared By Faculty Member, If Any	Dr. Munmun Goswami
Day 9: 17 <sup>th</sup> December 2023				
Tableau in HR analytics	17 & 18	<ul style="list-style-type: none"> <li>• Using Tableau as an analytical tool</li> </ul>	Study Material Will Be Shared By Faculty Member, If Any	Dr. Sanket Sunand Dash
Day 10: 24 <sup>th</sup> December 2023				
Advanced Hr Analytics For Decision Making N	19 & 20	<ul style="list-style-type: none"> <li>• Regional And Country Level Differences In Turnover Data</li> <li>• Predicting Individual And Team Turnovers</li> <li>• Turnover Costs For Business Implications</li> <li>• Selection Decisions From Previous Performance Data</li> <li>• Predictive Modelling Of Individual And Team Performance</li> <li>• Identifying Flight-Risk Candidates</li> <li>• Process Of Report Generation</li> </ul>	Dataset In The Form Of Caselets To Be Shared Before The Session	Dr. Koustab Ghosh
Day 11: 31 <sup>st</sup> December 2023				
Advanced Hr Analytics For Decision Making	21 & 22	<ul style="list-style-type: none"> <li>• Regional And Country Level Differences In Turnover Data</li> <li>• Predicting Individual And Team Turnovers</li> <li>• Turnover Costs For Business Implications</li> <li>• Selection Decisions From Previous Performance Data</li> <li>• Predictive Modelling Of Individual And Team Performance</li> <li>• Identifying Flight-Risk Candidates</li> <li>• Process Of Report Generation</li> </ul>	Dataset In The Form Of Caselets To Be Shared Before The Session	Dr. Koustab Ghosh
Day 12 : 7 <sup>th</sup> January 2024				
HR Balanced Scorecard	23 & 24	<ul style="list-style-type: none"> <li>• Learning And Growth Perspective</li> <li>• Customer Perspective</li> <li>• Business Process Perspective</li> <li>• Financial Perspective</li> <li>• Implementing Human Resources Balanced Scorecard</li> </ul>	Case: Tatapower Delhi Distribution Ltd Measuring Beyond The Metrics	Dr. Abhishek Singh
Day 13: 13 <sup>th</sup> January 2024				
Employee Gamification	27 & 28	<ul style="list-style-type: none"> <li>• What Is Gamification</li> <li>• Why Companies Use Gamification</li> <li>• How Gamification Can Help In Recruitment And Selection</li> <li>• What Is Employee Engagement</li> <li>• Employee Engagement Survey</li> <li>• Use Of Gamification In Employee Engagement</li> </ul>	Beeblock: Applebee's Use Of Gamification To Engage Employees	Dr. Harshit Singh
Day 14 : 21 <sup>st</sup> January 2024				

Technology And Human Dimension	25 & 26	<ul style="list-style-type: none"> <li>• Sensemaking Of Digital Revolution: Ai, Big Data, Augmented Reality, Automation</li> <li>• Managerial Competencies Required In Digital</li> <li>• Deep Thinking</li> </ul>	Robotics At Dimension Data: Friend Or Foe Of The Human In Process Automation?	Dr. Harshit Singh
<b>Day 15: 28<sup>th</sup> January 2024</b>				
Developing HR Analytics Unit	29 & 30	<ul style="list-style-type: none"> <li>• Go To Market Model</li> <li>• Developmental Model</li> <li>• Structure, Team, Stakeholders/Sponsor/Champion</li> <li>• Analytics Culture</li> <li>• Working With Consultant/Coaches</li> <li>• Doing Breakeven Analysis</li> </ul>	Starbucks: Schultz Back At The Brew (Emerald Publication)	Dr. Abhishek Singh
<b>Day 16: 4<sup>th</sup> February 2024</b>				
Leadership & Change Management	31 & 32	<ul style="list-style-type: none"> <li>• Designing Development Centers</li> <li>• Developing Competency Framework</li> <li>• Transactional And Transformational Leadership</li> <li>• Understanding And Mapping Leadership Styles</li> <li>• Motivating And Engaging Employees</li> <li>• Leadership Development</li> </ul>	Employee Resistance To Change: Is It The Message Or The Messenger? (Iima Case Repository)	Dr. Koustab Ghosh
<b>Day 17: 11<sup>th</sup> February 2024</b>				
Strategy Management	33 & 34	<ul style="list-style-type: none"> <li>• Strategy Formulations</li> <li>• Industry Level Analysis</li> <li>• Value Chain Analysis</li> <li>• Business And Corporate Analysis</li> </ul>	Systems breakdown in recruitment at Mccune contracting (Emerald)	Dr. Sanket Sunand Dash
<b>Day 18: 18<sup>th</sup> February 2024</b>				
Hr Business Partner	35 & 36	<ul style="list-style-type: none"> <li>• Hr Manager As Business Partner</li> <li>• Alignment Analysis Framework – Horizontal Fit And Vertical Fit</li> <li>• Hrm Capability Model – Dave Ulrich</li> <li>• Hrm Role To Manage Vuca Environment</li> </ul>	Reading: How Hr Can Create Competitive Advantage For The Firm Case: Lenovo Hrm Innovation In Tune With Corporate Change	Dr. Koustab Ghosh
<b>Day 19: 25<sup>th</sup> February 2024</b>				
Hr Corporate Strategies	37 & 38	<ul style="list-style-type: none"> <li>• Hrm Issues In Turnaround Management – Asset Retrenchment And Revival</li> <li>• Managing Expatriation And Repatriation Challenges</li> <li>• Issues In Global Hrm</li> <li>• Conglomerates Versus Standalone Business Hrm Issues</li> </ul>	To Be Shared Later	Dr. Koustab Ghosh
<b>Day 20: 3<sup>rd</sup> March 2024</b>				
Group Presentation By Participants	39 & 40	Group Presentations	Group Presentations By The Participants On Project Undertaken	Dr. Abhishek Singh/Dr. Sanket Sunand Dash
* In The Present Format, Sessions 1 To 36 Are Assumed To Be Online And Sessions 37 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 37&38 Will Take Place On February 25, 2024 And 39&40 Will Take Place On March 03, 2024.				

## 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. 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. Munmun Goswami** is a visiting assistant professor in the area of Organizational Behaviour & Human resource Management at Indian Institute of Management, Rohtak. She has completed Fellow Program in Management (FPM) from XLRI Jamshedpur. Prior to FPM, she did PGDM from Indian Institute of Management, Ahmedabad, and also completed PGCHRM from XLRI Jamshedpur. She has over 7 years of experience in corporate, over a year in a start-up and over two years in the academia. Working in various industries (Air India, Bank of Tokyo-Mitsubishi UFJ, Gilpin Tours & Travels (I) Pvt. Ltd.), her expertise spans across various domains including talent acquisition and management, employee engagement, HR policy and governance, training, conflict resolution, compensation and benefits, industrial relations and statutory/ legal compliances (HR). Prior to joining IIM Rohtak, she taught at the School of HRM, XIM University (Bhubaneswar). Her research work has been published in peer-reviewed journals (ABDC, Scopus indexed) and as book chapters (Scopus indexed). She has also presented her work in various national and international conferences of repute, including European Academy of Management (EURAM23), Academy of Management (AOM22), British Academy of Management (BAM21), INDAM (2023, 2022), Pan IIM Conference (2021), IAMOT (2021), ISDSI-G (2021), CERE (2021), MRCON (2021), and ISLE (2019). She also serves as a reviewer for few management journals of repute. In AOM Conference (2023), she was awarded the 'Best reviewer' for the OB division.