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भारतीय प्रबंध संस्थान कोषिक्कोड
Indian Institute of Management Kozhikode

भारतीय विचारधारा का वैश्वीकरण *Globalizing Indian Thought*

Professional Certificate Programme in
HR Management and Analytics

5 Months | Online ((o))

Better Businesses with Better People

Contents

What's Trending in HR?

Technology adoption and deployment prioritised

Employee feedback given utmost importance

More companies investing in mental health support

Data crowned as the new currency in HR operations
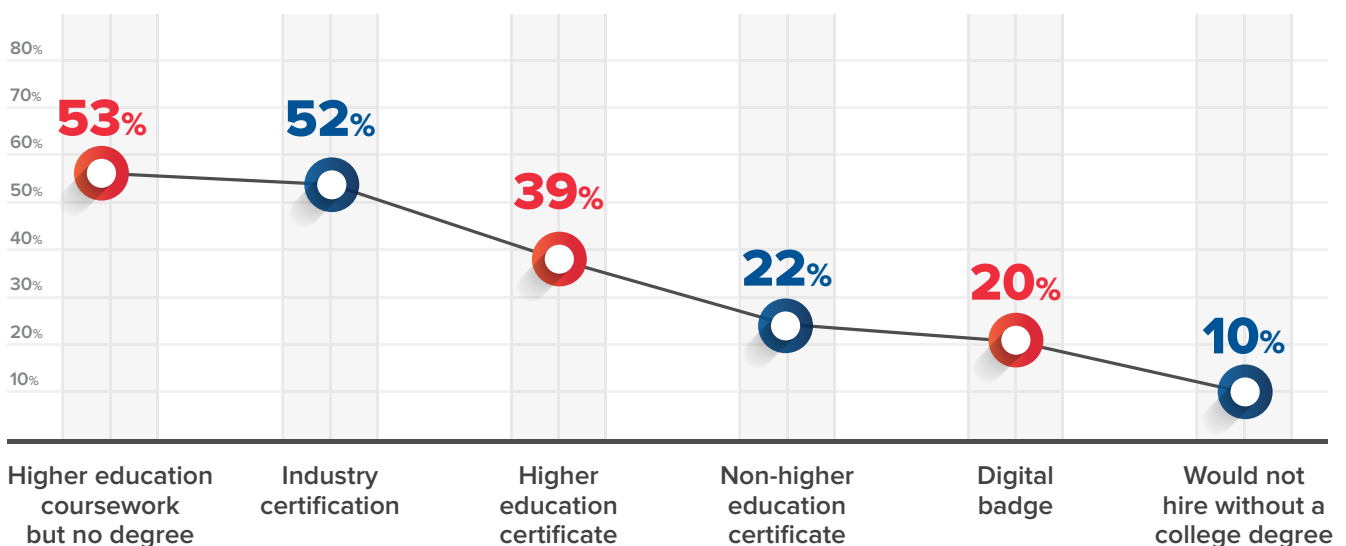
Skill development emphasised by business leaders

■ Skill Based Credentials > Conventional Credentials

More companies are piloting skill based hiring rather than looking only at a candidate's credentials. They now realise tapping into new sources is more important than ever. According to Glassdoor, Apple, Bank of America, Google, and Nordstrom will now consider candidates without a college degree as a requirement.

Would you hire someone who has the following in place of a college degree?

Higher education coursework but no degree	Industry certification	Higher education certificate	Non-higher education certificate	Digital badge	Would not hire without a college degree
53%	52%	39%	22%	20%	10%

■ What does it pay to be an HR Manager in India?

₹6,99,056 / year

Avg. Base Salary

Based on 3,355 salary profiles

■ Pay by Experience Level for HR Managers

		₹1M	₹1M

Salary values by experience:
- **₹385K** — 1 YEAR
- **₹440K** — 1-4 YEARS
- **₹708K** — 5-9 YEARS
- **₹1M** — 10-19 YEARS
- **₹1M** — 20+ YEARS

Y-axis scale: ₹1M, ₹890K, ₹762K, ₹635K, ₹508K, ₹381K
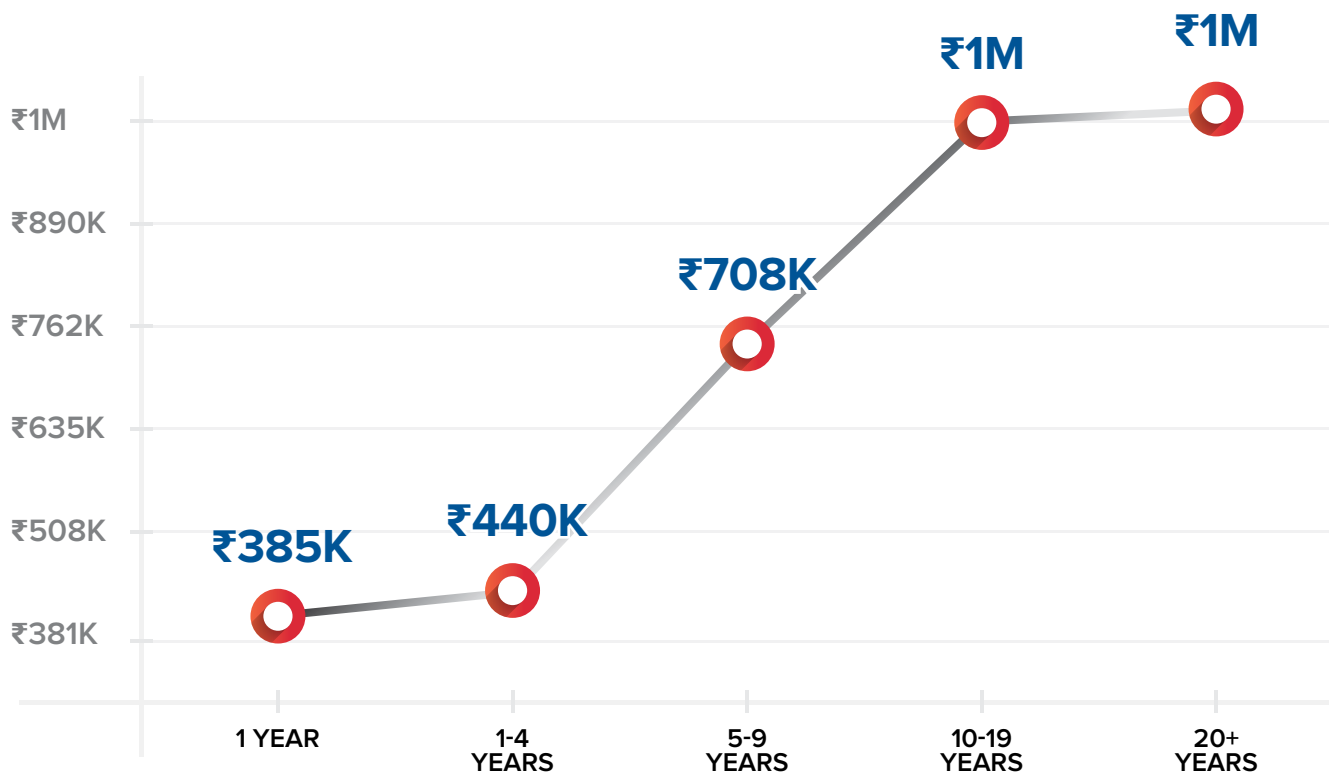
An entry-level Human Resources (HR) Manager with less than 1 year experience can expect to earn an average total compensation (includes tips, bonus, and overtime pay) of ₹3,85,052 based on 317 salaries. An early career Human Resources (HR) Manager with 1-4 years of experience earns an average total compensation of ₹4,40,158 based on 880 salaries.

A mid-career Human Resources (HR) Manager with 5-9 years of experience earns an average total compensation of ₹7,07,912 based on 1,499 salaries. An experienced Human Resources (HR) Manager with 10-19 years of experience earns an average total compensation of ₹10,00,322 based on 1,353 salaries. In their late career (20 years and higher), employees earn an average total compensation of ₹10,06,630.

Programme Highlights

A great vision without great people is always irrelevant. Stepping into the **Professional Certificate Programme in HR Management and Analytics,** you will be introduced to difficult concepts of Human Resource Management and Analytics in a simple format with a special emphasis on real world business applications.

IIM Kozhikode - #6
among Management Institutes in India as per the NIRF Rankings 2020.

Fully Online Programme
that avoids disturbing your current professional and personal life.

World-Class Faculty Members
and the best in the field of Human Resource Management & Analytics.

Cutting-Edge Curriculum
curated by the experienced faculty at IIMK.

Industry Projects
offering solutions to real world industry problems.

Offline Networking Events*
via upGrad base camps to connect with your fellow professionals.

Certification from IIM Kozhikode
on successfully completing the programme.

Offline Networking events are subject to government and university norms during Covid-19 phase.

Who will Benefit from this Programme?

If you are a

You will benefit by

Business, Analytics Manager or Leader

- Understanding how important HR Management related business decisions are taken in an organisation.

- Leveraging Data/Analytics to complement Management decisions.

- Deriving key insights using HR Management and Analytics to take crucial business decisions.

Non HR Professional Looking for Career Acceleration

- Learning from case studies of HR Management and Analytics.

- Accelerating your career with latest concepts in HR.

- Transitioning to a Managerial role with solutions to complex business problems.

MBA Graduate

- Learning from the 6th Ranked Management Institute in India as per NIRF Rankings 2020.

- Understanding the importance of HR Management and Analytics across all industries.

- Starting your career with the latest curriculum in the HR domain.

The upGrad Advantage

Connect even after Graduation

Build on relationships with other working professionals through networking sessions organised by our alumni.

Soft Skills Modules

Work on your soft skills with access to videos on profile building till 3 years after you get your degree.

Career Webinars

Get expert guidance through existing career webinars for 3 years post graduation.

Job Opportunities Portal

Gain access to upGrad's exclusive job portal with 100+ opportunities, personalised job recommendations and more up to 3 years after graduation.

Student Support

Get a dedicated student support team for non-academic queries & upGrad Buddy to handhold you throughout the programme.

34,500+
Learners

400%
Highest Salary Hike

₹73LPA
Highest Salary
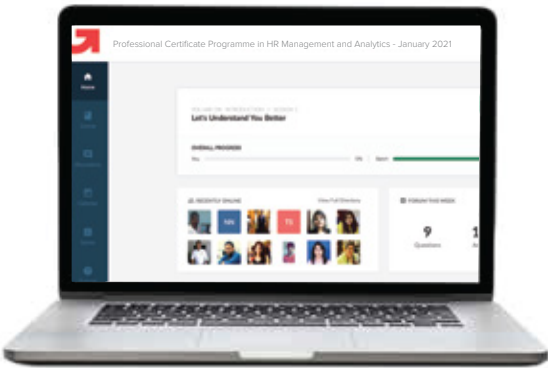
57%
Average Salary Hike
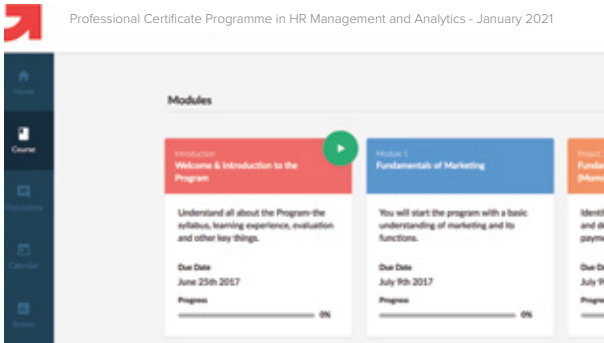
300+
Recruitment Partners

700+
Industry Experts, Mentors to help Learners Succeed

The upGrad Experience

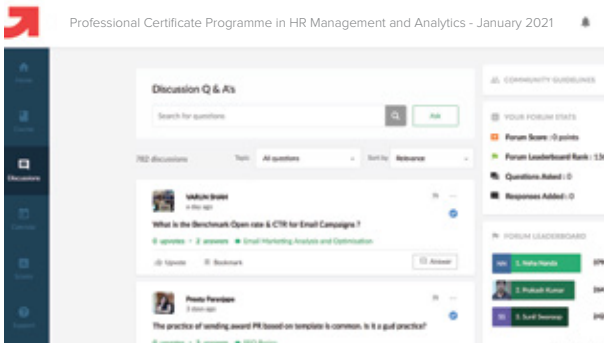*Note: This is just a demo of the platform and might not be an exact reflection of this programme.*

Access anytime on the web at learn.upgrad.com or Mobile App

Course Overview

Calendar

Peer-to-Peer Discussion Forum

Programme Curriculum

Introduction to HR Analytics — **3 Weeks**	HR Practices and Benchmarking — **1 Week**	Workforce Planning and Talent Sourcing Analytics — **2 Weeks**
Talent Acquisition Analytics — **2 Weeks**	Induction and Culture Fit - Value Congruence — **2 Weeks**	Talent Engagement Analytics — **2 Weeks**
Collaboration Analytics - Building Effective Teams — **1 Week**	Talent Analytics - Performance, Potential and Rewards — **1 Week**	Talent Retention Analytics — **1 Week**
Employee Wellness - Health and Safety — **1 Week**	Buffer Weeks — **2 Weeks**	Capstone Project — **4 Weeks**

Introduction to HR Analytics

Understand the basic concepts of Human Resource Management and examine the role of analytics in Human Resource Management.

- Fundamentals of HR

- Strategic Role of HR

- People Analytics - Basics

- Basics of Statistics

- Framework for Problem Solving - Define Problem, Collect Data, Build the Model, Evaluate and Critique the Model, Present Results and Benefits, Deploy Model

- Critical Stages of Talent Life Cycle

- Case Study - HR Decision Making: Issue Identification and Problem Solving

HR Practices and Benchmarking

Explore the various metrics tracked across an employee's journey.

- Understanding Important HR Metrics tracked across the Overall Employee Journey
- HR Valuations
- Benchmarking
- Dashboarding of KPIs (Tableau, Excel)
- Performance and Goal Setting
- Providing Performance Feedback

Workforce Planning and Talent Sourcing Analytics

Deep dive into the concepts of workforce planning, the steps involved and the metrices tracked.

- Workforce Planning and its Use
- Steps to Workforce Planning- Supply, Demand, Gap and Solution Analysis (Markov Chain, Scatter Plot, Trend Analysis)
- Job Analysis - Steps to come out with JD
- Types of Job Evaluation - Concepts and Metrices
- Types of Job Redesign - Concepts and Metrices

Talent Acquisition & Development Analytics

Understand the key factors that enable decision making during talent acquisition.

- Key Factors in Selection that Determine Quality of Hire
- Predicting Performance
- Measures to Track - Predictive Analysis
- Employee Training and Development Analytics

Induction and Culture Fit - Value Congruence

Explore the different types of organizational culture and the importance of value congruence.

- Understanding Organizational Culture; Types of Cultures
- Socialization Process; Stages of Onboarding
- Create an Onboarding Predictive Model
- Value Congruence

Talent Engagement Analytics

Examine the importance of employee engagement and the key drivers that affect it.

- Importance of Employee Engagement
- Major Drivers of Employee Engagement
- Employee Engagement Surveys
- Variations in Employee Engagement across Days
- Employee Engagement Levels in Teams

Buffer Weeks

Collaboration Analytics - Building Effective Teams

Learn how effective teams are built and and analyze the crucial role of collaboration in a team.

- What is Collaboration?; Importance of Collaboration

- Analysing Collaboration

- Organizational Network Analysis

- Intervening in Organizational Networks

Talent Analytics - Performance, Potential and Rewards

Evaluate the key factors that play a role in analysing employee performance and how rewards are considered.

- Jobs, Roles and Competencies

- Quantifying Competencies and Strengths

- Performance vs Potential - Key Decision Dilemmas

- Rewards - Key Considerations

Talent Retention Analytics

Deep dive into why employees leave organisation and explore the different strategies for talent retention.

- Why do Employees leave Organizations?

- Different Talent Retention approaches/strategies

- Measures to Track

Employee Wellness - Health and Safety

Learn about the importance of employees, the best practices involved and how analytics can be used to optimize it.

- What is Employee Wellness?; Why care about Employee Wellness?

- Employee Wellness Program Best Practices

- Using Predictive Analytics to Optimize Employee Wellness

Capstone Project

The Curriculum is subject to change as per the inputs from the institute or industry experts.

Meet the Faculty

Prof. T.N. Krishnan
Professor, IIM Kozhikode

A Fulbright Senior Fellow from the Wharton School, and a PGDM (Ag) and PhD holder from IIM Ahmedabad, Prof. Krishnan is an expert in the field of Organizational Behaviour and Human Resources. Also, he has worked as a Chairperson of Research Committee, OB&HR, Financial Risk Management at IIMK.

Prof. Kapil Verma
Assistant Professor, IIM Kozhikode

A PhD holder in Organizational Behavior from Nanyang Technological University Singapore and a PGP graduate from IIM Calcutta, Prof. Kapil has over 13 years of professional experience in teaching, research and corporate across different institutes, universities, and firms.

Prof. Prantika Ray
Assistant Professor, IIM Kozhikode

After graduating from Jadavpur University, Prof. Prantika went on to earn a PhD in Human Resource Management Area from IIM Ahmedabad. Her research area of work includes Cross Cultural Management, Generational HRM, and Future of Work.

About Indian Institute of Management Kozhikode

Indian Institute of Management Kozhikode is among the foremost institutes of national importance in management education. Ranked 6th in the NIRF India Rankings 2020 under management category, the institute has been considered a trend-setter in the area of management education and research.

IIMK is dedicatedly devoted to nurturing future business leaders in teaching, learning, consulting, research, and innovation. Founded in 1996, as the 5th IIM of the country, the growth story of IIM Kozhikode is not just about the numbers, but also about some remarkably innovative initiatives that has set the benchmark for other institutions in the country. Today, the institute is on a high growth trajectory, offering the widest range of academic programmes in the field of management education.

About
upGrad

upGrad is India's largest online higher education company with a learner base of
1 Million+ across 85+ countries.

upGrad provides online programs in the areas of Data Science, Machine Learning and AI, Technology, Management, Marketing and Law to college students, working professionals and enterprises. These programs are designed and delivered in collaboration with top-notch universities like **IIM Kozhikode, IIT Madras, IIIT Bangalore, Duke CE, Michigan State University, Deakin University, Liverpool John Moores University and others.**

Having ranked #1 in LinkedIn's Top Startups in India 2020 and having been awarded the title of 'Best Tech for Education' by IAMAI in 2019, upGrad was among the Top 50 fast growing companies list by Financial Times.

Now having identified Human Resources as one of the sectors with critical demand supply imbalance in terms of quality professionals available in the market, upGrad and IIMK's vision is to deliver the best in class **Professional Certificate Programme in HR Management and Analytics** to empower professionals from all fields to apply the concepts of HR Management and Analytics and take up the next generation technology-driven roles in top IT, Tech, E-commerce, Banking, Product and Services Firms.

Our aim is simple:
We strive to create
high-impact, hands-on
experiences that will prepare
you for an aspirational career
and empower you to be the
leader of tomorrow.

Ronnie Screwvala,
Co-founder and Executive Chairman

upGrad

Selection Process

Step - 1

Complete your Application

Fill out your application and submit the required details. The Admissions Committee will then review your application including your work experience and educational background.

Step - 2

Get Shortlisted & Receive Offer Letter

Upon qualifying, an offer letter will be sent to you confirming your admission to the **Professional Certificate Programme in HR Management and Analytics.**

Step - 3

Block your Seat & Begin Learning

Make a quick block payment with assistance from our loan partners where required, receive immediate access to the prep content and begin your upGrad journey.

Talk to us:

18002102020 | **admissions@upgrad.com**