



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought



Managing Employees With Humane Touch

September 01 - 05, 2025

Centre for Employment Relations and Labour Studies (CERLS), a center for excellence established by the Indian Institute of Management Kozhikode aims to spearhead the initiative of creating a cooperative employment relations climate in organizations that can not only take care of the employees but also will add to the organizational excellence.

About the Centre for Employment Relations and Labour Studies

CERLS was established in the year 2023 to bring focus to the non-standard workers and influence the labour policy related to the segment of the workforce. It also focuses on the informal workers, gig workers, and migrant workers and endeavors to contribute to the corporates, governments, and teaching and research community on labour issues. Industry/employer being one of the primary stakeholders of the employment relations CERLS also ties to engage with the corporates in terms of training, consulting, and developing case studies. The objective is not only to benchmark the best practices in employment relations in India, but also to help the corporates to develop a cooperative employment relations climate where employees feel committed and engaged so that their contribution to the organization is maximum. They should not feel underused, overused, or abused.

About the Programme

This one-week long off-line in-house training aims to help the management, trade unions and employees understand the importance of creating harmonious employment relations with a humane touch by reducing conflict and nurturing cooperation. The program is designed to sensitize the stakeholders on how to create a people-friendly work environment to achieve the optimum outcome. The programme follows a semi-structured T-group methodology. The participants may be required to sit in an Indian baithak style on the mattress (on the floor). Each group of 10-12 participants would be assigned a separate co-facilitator. The programme will have a combination of small group and Community sessions. The total Programme Duration would be 30 hours over five days. The batch size of the programme would be preferred to be within 30 participants.

Learning Objective

This programme aims to contribute in creating a change mindset and sensitize them about their self behaviour and its impact on others. both in terms of knowledge, skill, and behaviour. Some of the predominant learning objectives of the programme are;

- i. To Sensitize participants about the human factor of organizational excellence
- ii. To become aware of self-motives, patterns, behaviors and impact on others
- iii. To fulfill need without conflict
- iv. To create a Happy space for work and relationship

Programme Module

- Being sensitive towards self and others
- Understanding self (identity, image, concept) through experiential learning
- Knowing emotions
- Identifying and dealing with conflict
- Active listening skills
- Using empathy, trust, and openness
- Past and its impact on current behavior and choices
- Creating a growth mindset
- Working on relationships
- Leading within a group environment



Who should attend

- Line Managers in People facing role
- Team leaders
- HR Leaders
- Trade union officials and leaders
- Start-up managers

Facilitator:



Prof. Manoranjan Dhal

Professor, Organizational Behaviour and
Human Resources

Prof. Manoranjan Dhal is awarded his Ph.D. from the Indian Institute of Technology, Kharagpur in Trade Union and Labour Management Relations after getting awarded the Junior Research Fellow from UGC. He holds a master's degree in Industrial Relations and Personnel Management from Berhampur University, Odisha.

He is also trained as a Compensation and Benefit Manager, Certified Recruitment Analyst, Certified Trainer and Facilitator, and Certified Competency Assessor. He is also trained in the T-group or Human Process Laboratory method by the Indian Society for Applied Behavioural Science and NTL (USA). He has been working with the Indian Institute of Management Kozhikode as a Professor since April 2010. He is also the Founder and Head of the 'Centre for Employment Relations and Labour Studies' at IIMK. Before joining IIMK, Manoranjan was working as Manager - HR for GE Capital and handled the functions of Employee Relations, Compensation and Benefits Management, and Learning & Development. His primary research areas are industrial relations, trade unions, and union-management relationships. He is a trainer in the field of Industrial Relations, Competency-Based People Management, Conflict Management, Negotiations Skills, and Human Process Growth Labs.

Programme Fee:

Rs. 1,25,000 (Residential),
Rs. 1,15,000 (Non-Residential).
GST @ 18%

Cancellation Policy:

Joining instructions will be sent to the selected candidates 10 days prior to the start of the programme. Kindly do not make your travel plans unless you receive the confirmation email from IIM Kozhikode. If the programme is cancelled, the participants or the sponsoring organization will have the option to either get the fee paid by them adjusted against any other future management development programme(s) of the Institute or get a refund. IIM Kozhikode will not be liable for any other expenses incurred by the organization or the participant. Also the transaction fee will not be refunded.



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Management Development Programme

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