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INSTITUTE OF
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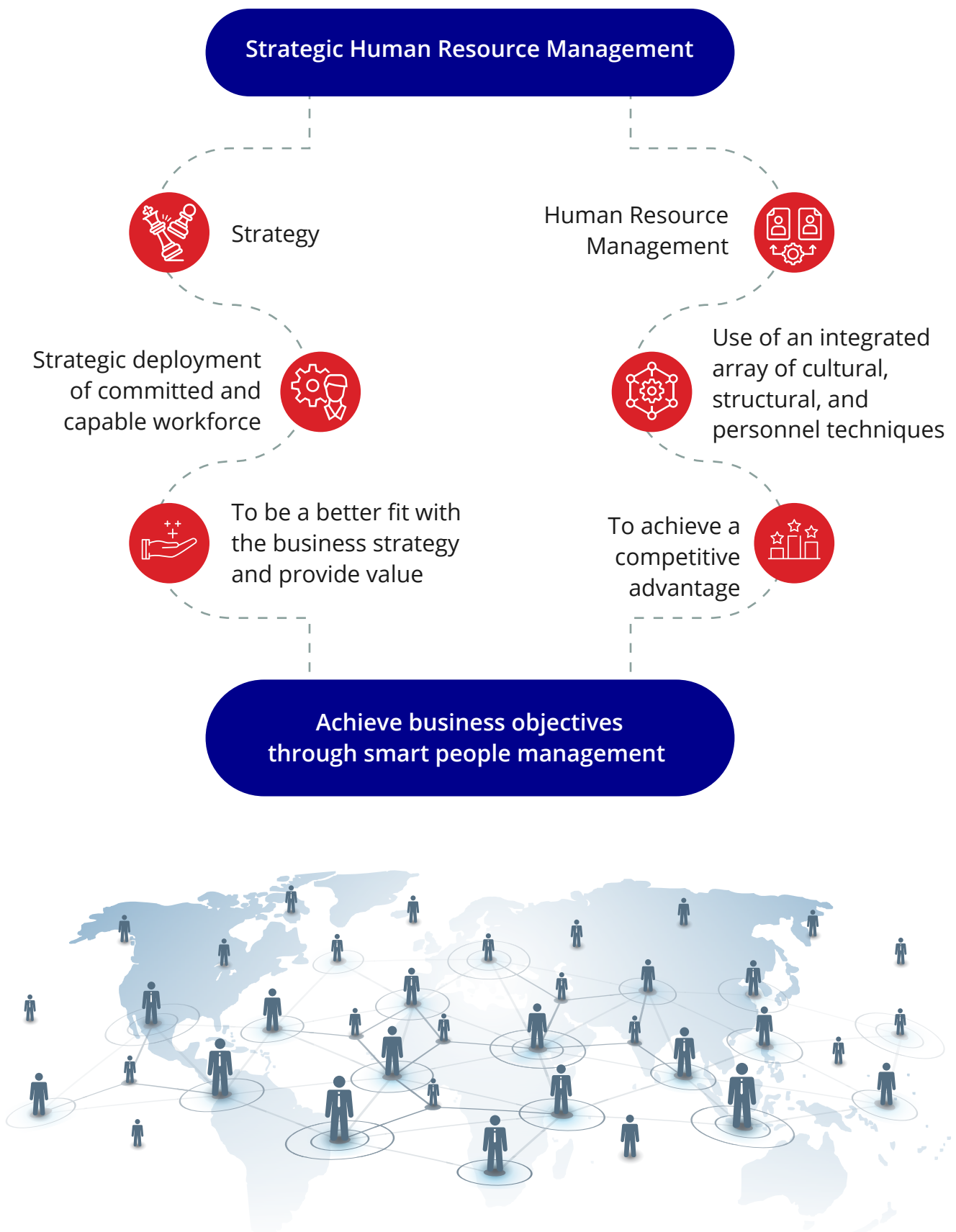


Executive Programme in **Strategic Human Resource Management** (Batch 05)

12 Months | Blended | ₹4,50,000 + GST

Strategic HRM – An Overview

Strategic HRM is about creating a coherently planned framework for employees to be hired, managed and developed in ways that drive the behaviour and climate needed to create value and support an organisation's long-term goals.





Human Resources

Primary source of competitive advantage of the firm



Activities

HR programmes & activities for deploying people to gain competitive advantage



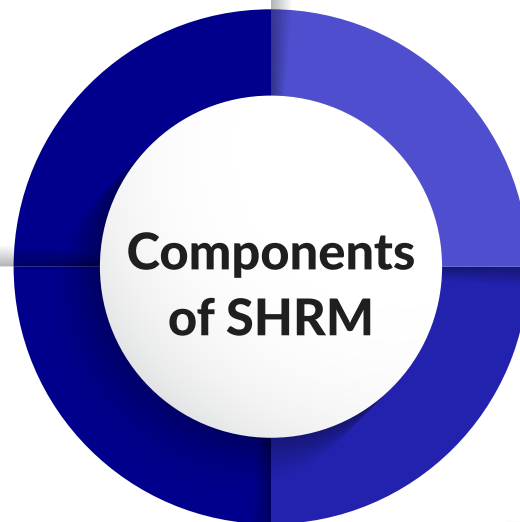
Purposeful

People, activities, and plans are directed toward the achievement of organisational goals



Pattern & Plan

The 'FIT' between HR strategy and the firm's business strategy and all HR activities



Source: www.mgkvp.ac.in



In-demand Skills

Earlier, HR professionals required technical, people, and soft skills. However, with the inclusion of data and technology, you need to hone a few technological skills as well to help you make data-driven decisions to facilitate employee and organisational growth.

People & Soft Skills	Technical Skills	Technology Skills
<ul style="list-style-type: none">• Attention to detail• Confidentiality• Communication• Initiative-taking• Planning• Problem-solving• Proactiveness• Time management• Conflict resolution• Leadership	<ul style="list-style-type: none">• HR software• HR Information System (HRIS)• Talent management systems• Training facilitation• Compensation and benefits management• Corporate laws• Labour laws	<ul style="list-style-type: none">• Big data• Fundamentals of analytics• Business change management• People analytics• Language processing• Predictive algorithms

The demand for HR professionals is on the rise given the growing entrepreneurial activity across the nation and their need to manage their talent. In the Strategic HRM domain, one can work as a generalist taking care of all the responsibilities, or as a specialist in strategising the workforce plans, recruitment, rewards and benefits, employee and labour relations, risk management, etc. However, with talent and experience, you can take your career to higher positions as an HR Manager, Staffing Manager, Employee Relations Manager, Safety Manager, HR Director, or Chief Human Resources Officer.





Programme Overview

IIM Calcutta's Executive Programme in Strategic Human Resource Management (EPSHRM) while recapitulating participants' knowledge of the HRM domain at an operational level, seeks to build on it to develop a strategic perspective. This comprehensive programme will not only introduce you to key principles, policies, and practises of human resource management but will also make you future job-ready. The programme begins with a brief overview of the basics of HRM, employee/industrial relations, leadership and talent management, and organisational culture, followed by an overview of the basics of strategy – both business and corporate strategy – and then on the link between strategy and HRM. The programme also covers general management topics that are relevant for SHRM, along with contemporary issues such as international HRM, managing platform economy workers, evolving issues in employee/industrial relations, HR Analytics, and millennial workers.

Programme Highlights



IIM Calcutta Executive Education Alumni status



Designed to equip managers with global best practices in HRM



Campus immersion module of 5 days



Three-hour sessions held once a week by faculty & industry experts



Unique blend of multidisciplinary subjects

Learning Outcomes

After completing this programme, the participants should be able to:



Distinguish between strategic and operational HRM



Understand business strategy and corporate strategy



Understand the relationship between strategic HRM, and business and corporate strategy



Understand the integration of HRM with marketing, finance, and operations



Understand the contemporary developments and challenges in HRM and employee/industrial relations

Programme Curriculum

Module 1

(Part A): Operational HRM – Link to SHRM

- Planning and executing recruitment and selection for different positions
- Performance management for goal alignment, motivation, and development
- Reward and compensation design to attract, retain, and motivate employees
- Labour laws and its impact on businesses/organisations

(Part B): Consultative Role of HR Managers

- Designing and running assessment/developmental centers
- Developing competency framework
- Implementing 360-degree feedback processes
- Managing change

Module 2

(Part A): Leadership and Talent Management at Workplace

- Transactional and transformational leadership
- Understanding and mapping leadership styles (personality, big 5)
- Employee engagement
- Developing your teams
- Learning, coaching, and mentoring

(Part B): Formal and Informal Organisation

- Structural choices for effective organisational outcomes
- Organisation culture and its impact on organisational outcomes
- Cross-cultural challenges

Module 3

Understanding Strategic Management

- Strategy versus operations distinctions
- Strategy formulation
- Industry-level analysis
- Competitive strategy
- Resource-based view on firms
- Value chain analysis
- Planned versus emergent strategies

Module 4

Business Strategies and SHRM

- Universal, contingency, and configurational views on SHRM
- Aligning HRM policies to the business strategies/organisational goals –
- Cost leadership, innovation, technology, differentiation on services, or quality
- Fit/alignment analysis framework – Horizontal fit and vertical fit
- Horizontal fit – HRM system properties of complementarities
- Vertical fit– Balanced scorecard framework
- HRM Flexibility to manage VUCA environment
- Creating HR (Real) options to manage VUCA environment

Module 5

Corporate Strategies and HRM and International HRM

- Conglomerates versus standalone businesses – SHRM issues
- HRM issues in mergers and acquisitions (M&A) – Due diligence of HRs and cultural integration
- HRM issues in managing joint ventures (JVs) – Managing marriage of equals
- International HRM – Institutional and cultural analytical framework
- International HRM approaches – Geocentric, polycentric, ethnocentric
- Managing expatriation and repatriation challenges
- HRM issues in global production chains
- Global institutional frameworks – WTO vs ILO; rights vs interests debate

Module 6

General Management Module

- Analytics in HRM – Statistics
- Understanding financial statements

Campus Module

- Contemporary issues in HRM – GIG economy and workers, contemporary concerns for work and workers
- Application of emerging technologies to HRM processes – AI, Chatbots, and so on
- Psychometrics in HRM
- Designing and implementing experiential learning and development exercises
- DEI or ESG issues

Pedagogy

The teaching approach will be highly interactive and deploy diverse pedagogical tools and techniques including online lectures, case studies, on-campus experiences, and self-assessment. In order to provide greater industry insights, practitioners would also be invited to share their experiences.

Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, Tablet or Smartphone. Participants will be provided reading materials, etc., for each course.



Duration

12 Months

Schedule*

Sundays

12:15 p.m. to 03:15 p.m.

Campus Immersion

There will be 5 days of campus immersion at IIM Calcutta. It is mandatory for participants to attend the campus visit for successful completion of the programme. The campus visit will be conducted subject to the evolving pandemic situation and will depend on government and institute regulations, advisories, and guidelines related to the pandemic. In case the campus module is not confirmed due to any reason, the same will be included in the total number of online sessions.

Eligibility Criteria

- Bachelor's degree (10+2+3 or 10+2+4) or equivalent; or 2-year Master's degree or its equivalent from institutions or universities recognised by UGC/AICTE/AIU/DEB
- Candidates should have 50% or higher in graduation to be eligible; marks for all (3 or 4) years to be included for calculating graduation percentage
- Those candidates who have less than 50% marks in graduation but have more than 50% marks in post-graduation (from a recognised university) are also eligible for the programme
- Candidates should be working at the time of filling the application form
- Candidates should have a minimum of seven (7) years of full-time paid experience* at the time of application, which should be after the graduation degree/qualifying degree is complete
- Final selection will be done by IIM Calcutta

**Internships and Trainee Experiences will not be considered as full-time work experience.*

Who Should Attend?

- Middle and top-level managers with at least seven years of work/industry experience
- HRM background is not necessary

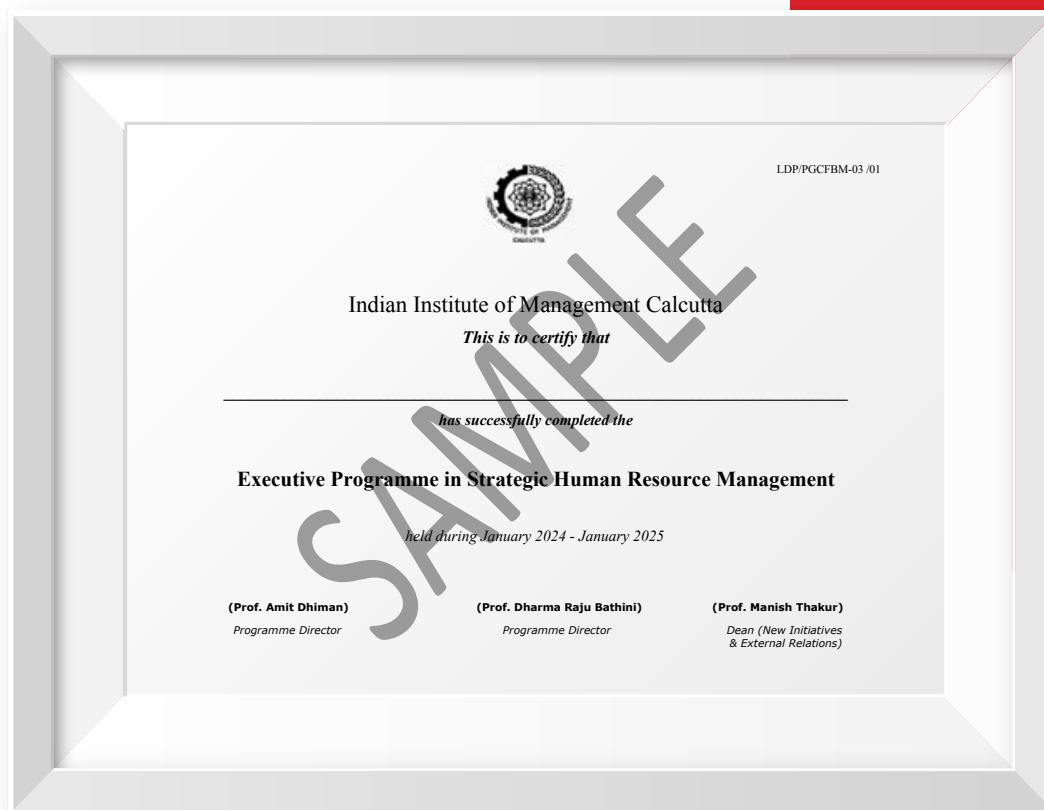
Admission Criteria

- Participants will be selected on the basis of their overall profile
- Select applicants may be interviewed by Programme Directors, if required

Attendance Criteria

- Participants need a minimum overall attendance of 75% in order to complete the program
- Participants will not be awarded any certificate if they do not maintain the requisite attendance (75%). In this case the status of the participant will be "incomplete".





Assessment & Evaluation

- Continuous evaluation components consist of class participation, case discussions, assignments, quizzes, project presentations, and final examination
- Examination/evaluation shall be conducted by IIM Calcutta
- Participants will be given any one of the following grades: "Excellent"; "Good"; "Fair"; "Poor". The cut-off marks for the grades will be revealed but not the actual marks obtained

Certification & Alumni Status

- Candidates who meet the minimum attendance criteria and do not receive 'Poor' grades in more than two courses will receive a 'Certificate of Completion' and the course-wise grades obtained will be mentioned in the certificate
- Candidates who meet the minimum attendance criteria but receive 'Poor' grades in more than two courses will receive a 'Certificate of Participation'. In such cases, the grade will not be mentioned in the certificate
- Successful participants will also be accorded IIM Calcutta Executive Education Alumni status

**All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Calcutta.*

Programme Directors



Prof. Amit Dhiman

Amit Dhiman is a Professor in the Human Resource Management Group and has been associated with IIM Calcutta since 2008. He is a Fellow of IIM Ahmedabad and holds a master's degree in Human Resource Management and a BE degree in Mechanical Engineering. He has worked for more than seven years in industry in the private sector, mainly in Human Resource Management and Organisational Development functions. He has research, teaching, and consulting interests in the areas of Performance Management, Accountability, Stress Management, Strategic Human Resource Management, and Human Resource Management in Services. In the above areas and others, he has publications in acclaimed international journals. He has done consulting for organisations in the private sector, public sector, government, and NGOs across industries such as Oil, Education, Housing Finance, and so on. He has got training in various pedagogies at prestigious institutions including Harvard Business School.



Prof. Dharma Raju Bathini

Professor Dharma Raju Bathini is a member of the HRM Group at IIM Calcutta. He holds a Ph.D. in 'Organisation Behaviour' from IIM Ahmedabad and a BTech from NIT Warangal. He has inter-disciplinary interests in teaching as well as research. He has published in high-quality international journals and case study outlets. His research specialises in Flexible Work Arrangements (e.g., Work From Home); Platform/Gig Work; International HRM; and Work stress. He has designed and delivered OB&HR training programmes of both long and short duration. His teaching specialities are International HRM, Strategic HRM, and Managing Work Stress. Before joining academia, he led change initiatives and IR conflict resolutions at large-scale manufacturing units. He also led project teams that set up larger-scale green-field manufacturing units for automotive parts.

Programme Fee

Particulars	Amount (₹)*
Processing Fee** (Collected at the time of application)	15,000
Total Course Fee (Excluding Registration Fee and including On-campus Stay***)	4,50,000

Note:

- *GST (currently @ 18%) will be additional as applicable.
- **Processing Fee of ₹15,000 includes ₹10,400 towards the Registration Fee and ₹4,600 towards the Programme Fee.
- ***Campus Stay – Candidates to be accommodated on the campus on a twin-sharing basis
- In case the Applicant's profile is rejected by IIM Calcutta then the initial amount paid at the time of registration shall be refunded subject to a deduction of ₹2,500 by way of administrative charges.
- All fees are payable to Times Edutech Events Limited (TEEL).
- Any extra payment due to any change in any of the applicable taxes during the tenure of the programme will have to be borne by the students.

Instalment Schedule

Instalment	Date	Amount (₹)*
I	At the time of registration	4,600
	Within one week of offer roll-out date	1,07,900
II	10 th March, 2024	1,12,500
III	10 th June, 2024	1,12,500
IV	10 th September, 2024	1,12,500

*GST @18% is applicable.

Programme Timelines

Last Day to Apply	Refer to website
Programme Start Date	14 th January, 2024
Programme End Date	January 2025





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Spread across a 135-acre campus, the **Indian Institute of Management Calcutta (IIM Calcutta)** was established as the first national institute for Postgraduate studies and Research in Management by the Government of India in November 1961 in collaboration with the Alfred P. Sloan School of Management (MIT), the Government of West Bengal, The Ford Foundation, and Indian industry.

Over the years, IIM Calcutta gained global repute for imparting high-quality management education through its Postgraduate and Doctoral level programmes, Executive Training Programmes, and Research & Consulting activities. It is the first 'Triple Accredited' management school from India – with accreditations from the Association to Advance Collegiate Schools of Business (AACSB), European Quality Improvement System (EQUIS), and Association of MBAs (AMBA). It is also the only Indian business school that is a member of the Global Alliance in Management Education (CEMS).

Today, IIM Calcutta is one of Asia's finest business schools. Its strong ties to the business community make it an effective mechanism for attracting India's best talent and promoting management practices in Indian organisations.



4th
Rank in NIRF
Rankings 2023



76th
Rank in QS Global MBA
Rankings 2023



68th
Rank in FT Global MBA
Rankings 2023

Features among the top 100 business schools in the world in FT
Executive Education Custom Directory 2021



TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.



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