

**upGrad**



भारतीय प्रबंधन संस्थान कोषिकोड  
Indian Institute of Management Kozhikode  
*Globalizing Indian Thought*

# Professional Certificate Programme in **HR Management and Analytics**

5 Months | Online ((o))



**Better Businesses with Better People**

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# The IIM Kozhikode Advantage

## From the Director's Desk...

IIM Kozhikode programmes designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges with confidence and informed decision-making ability. Our growing global footprints acknowledged and accredited by leading institutions of the world are a testimony to growth we have achieved in our 25-year journey of academic excellence.

At this juncture, it is also pertinent to share that both future and past are integral to the path taken by an institution on this journey of excellence. Having a wide, far-seeing vision is not an indulgence but an activity that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination. That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The sheer scale, scope and potential impact that India will 21st century business makes us believe that this is a legitimate aspiration.

For candidates, Human Resource is a broad concept, and it is important to understand this concept to make optimal utilization of the resources at hand. The programme will ensure candidates learn top skills such as HR Management, HR Dashboarding, Workforce Planning and Talent Sourcing, Talent Acquisition & Development Analytics, Compensation Management and much more.

This programme is designed for people currently in the HR domain or for individuals who want to accelerate their career. Hope you make the most of this course and take the right step forward.

Wishing you all the best!



A handwritten signature in black ink that reads "Debashis Chatterjee". The script is fluid and cursive.

**Prof. Debashis Chatterjee,**  
Director IIM Kozhikode

# About Indian Institute of Management Kozhikode

Indian Institute of Management Kozhikode is among the foremost institutes of national importance in management education. Ranked 5th in the NIRF Rankings 2022 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, 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**

# 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

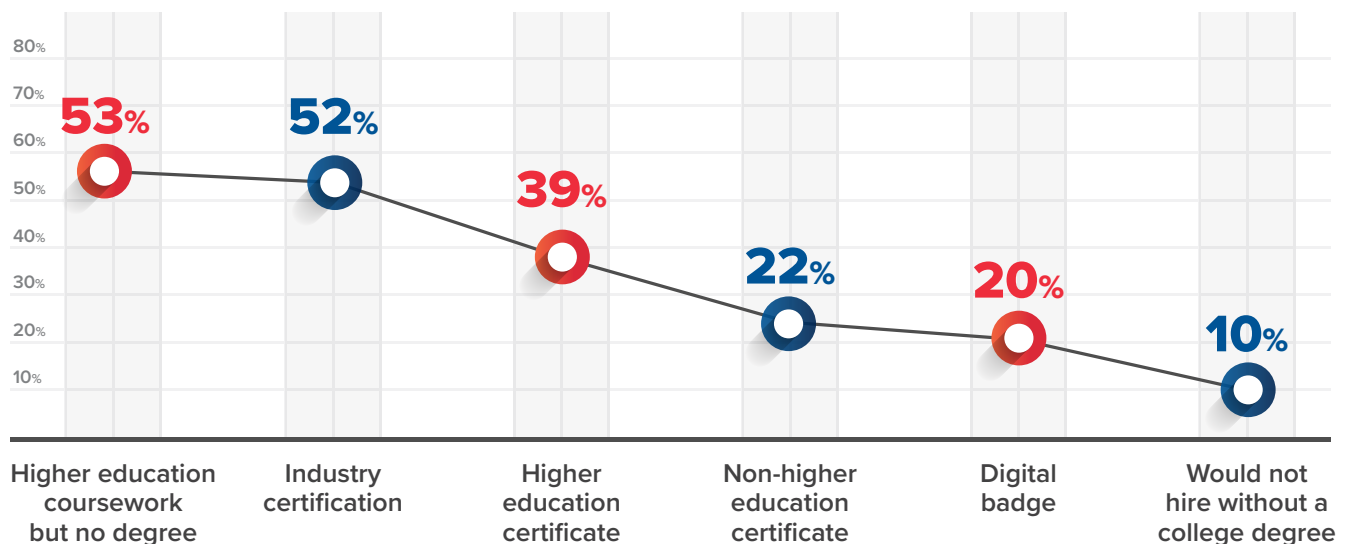


Skill development emphasised by business leaders

## ■ 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?



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

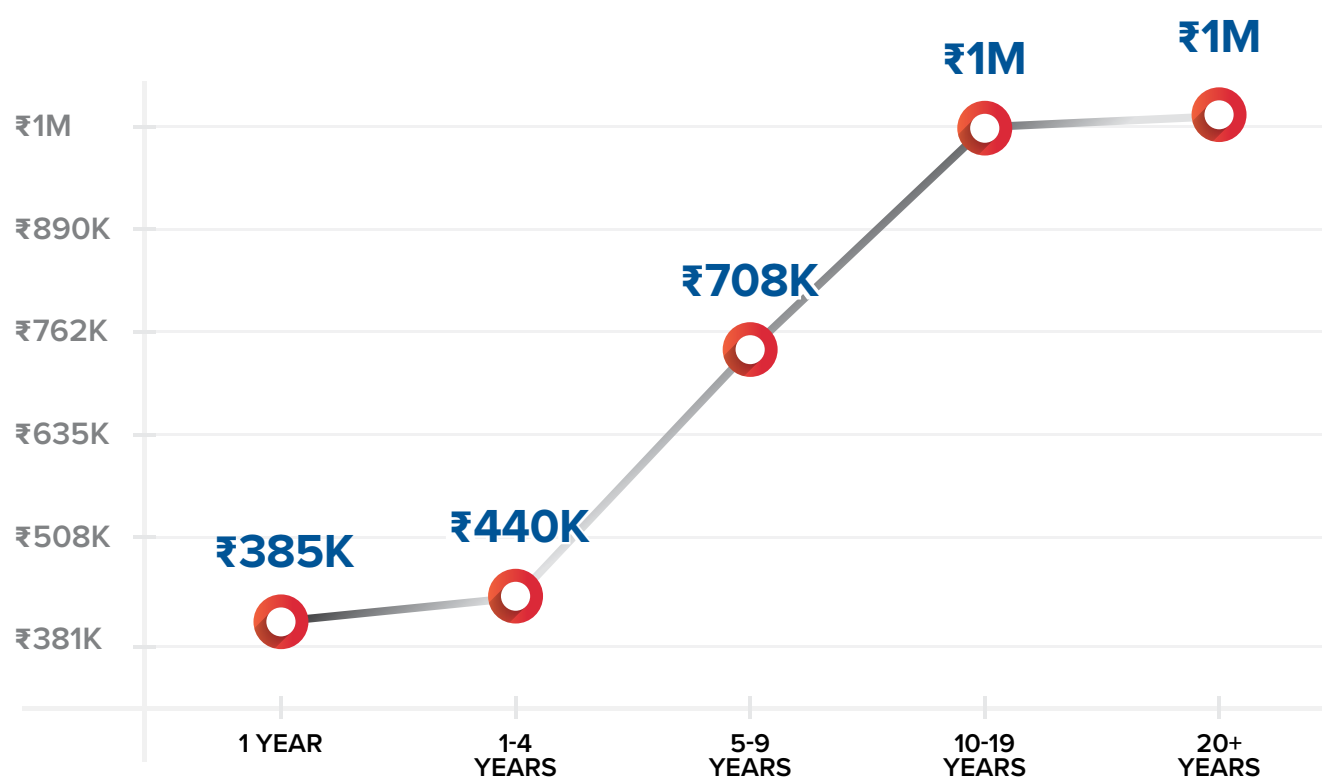
# 6,99,056 / year

### Avg. Base Salary



Based on 3,355 salary profiles

## ■ Pay by Experience Level for HR Managers



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.

## Programme Details

### ■ Start Date:

Please refer to the **website** for the programme start date

### ■ Duration & Format:

5 Months | Online

### ■ Eligibility:

Bachelor's Degree (with 2+ years experience)

Master degree (freshers)

### ■ Tuition Fee:

**₹1,25,000 (Incl. Taxes)**

(Easy EMI options available)



### IIM Kozhikode - #5

among Management Institutes in India as per the NIRF Rankings 2022.



### 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**



**Business, Analytics  
Manager or Leader**



**You will benefit by**

- 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 5th Ranked Management Institute in India as per NIRF Rankings 2022.
- 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



## 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.

# 2+ Million

Learners

# 433%

Highest Salary Hike

# ₹1.23CR

Highest Salary

# 50%

Average Salary Hike

# 300+

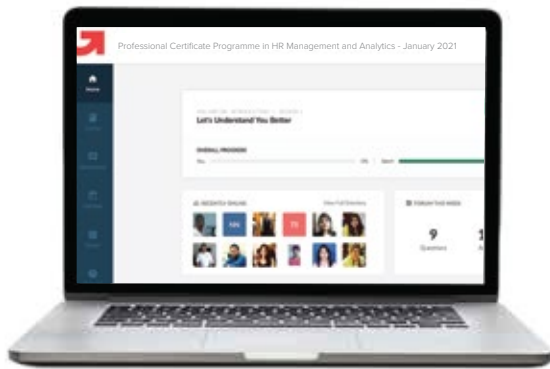
Recruitment Partners

# 700+

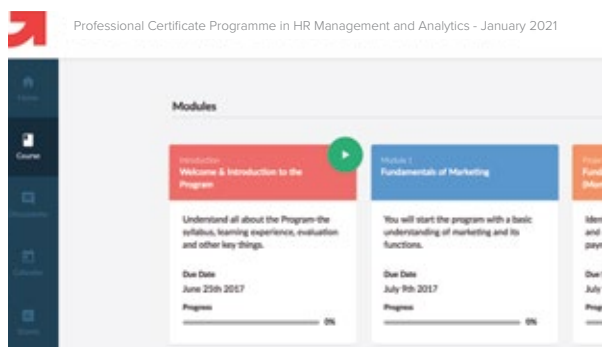
Industry Experts, Mentors to help Learners Succeed

# The upGrad Experience

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



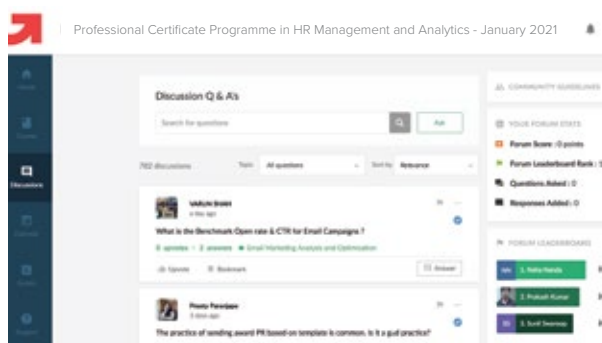
Access anytime  
on the web at  
[learn.upgrad.com](https://learn.upgrad.com)  
or Mobile App



Course Overview



Calendar



Peer-to-Peer  
Discussion Forum

# Career Elements

## Jobs on Career Centre

Career Centre to offer upGrad jobs across experience levels and CTC ranges.

- Easy apply feature for upGrad hiring partner vacancies
- Create resume at profile builder and with one click to apply for various jobs

## Profile Builder (AI Powered)

Easy to use Resume, LinkedIn and Cover letter preparation tool.

- Resume Score: AI-Driven Resume Score
- Real-time recommendations
- Match your resume to the JD and check how you fit
- LinkedIn Profile Review
- Cover Letter creation

## upGrad Career Fairs

- Recruitment Drive to connect you with the best talent admirers in the industry
- Get access to a wide range of opportunities and find the perfect job
- Participate in group projects and challenges with exciting rewards
- Apply your learnings to real industry problems

## High-Performance Coaching

Dedicated coaches working with you to identify best suited career opportunities.

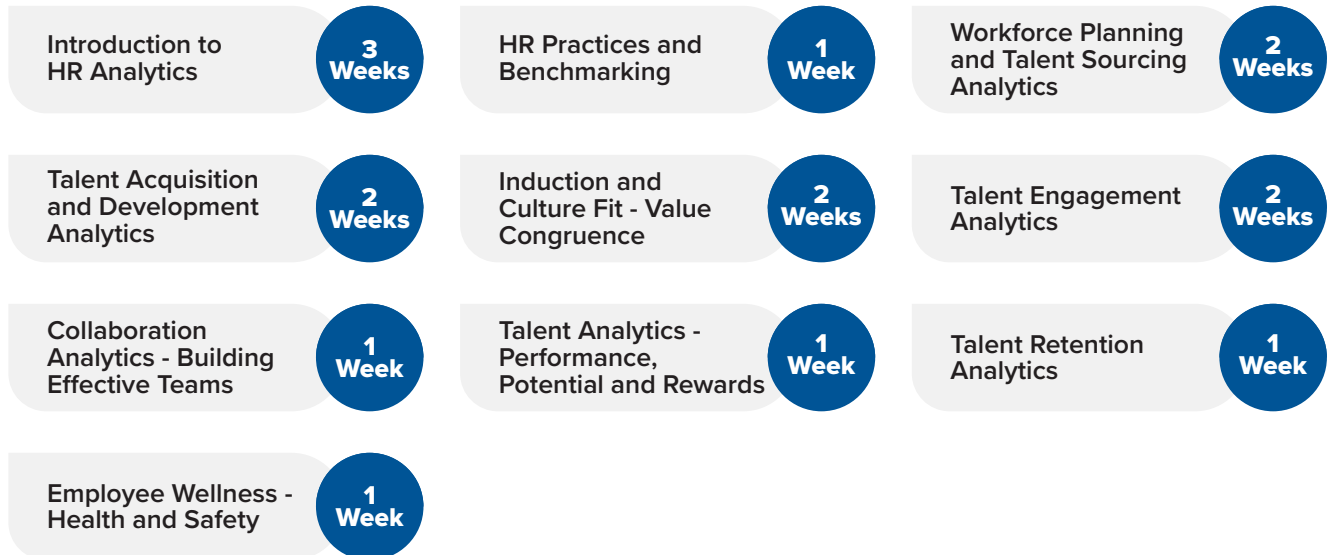
- Help you define your value proposition
- Lay out a Career Path and help you adhere to your timelines and goals
- Help you with interview preparations, finding jobs in the market, salary negotiations and other preparation as required

## Personalised Industry Sessions

90-minute sessions over the weekend by leading industry experts.

- Session categories: Career, Technical and Communications
- Doubt resolution
- Develop proof of concepts and apply theoretical concepts in the real world
- Assess skill levels
- Peer Networking
- Classroom Element
- Business communication sessions, and much more

# Programme Curriculum



## 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 metrics 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 Metrics
- Types of Job Redesign - Concepts and Metrics



## **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
- Acquisition effectiveness
- 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 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
- 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

# 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.

# 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:



**admissions@upgrad.com**



**1800 210 2020**

Disclaimer: Program fee and payment options are subject to change. Please refer to the website for updated details or speak to our admission counsellor.

Disclaimer: Learners will receive only soft copies of the certificates.

**We are available 24\*7**