



भारतीय प्रबंध संस्थान कोषिक्कोड
Indian Institute of Management Kozhikode
Globalizing Indian Thought



Professional Certificate Programme in
Strategic Competencies for CHROs

Specialization
Strategy & Leadership, Human Resources

Batch
First

Class Start
Sunday, 15 December 2024

Duration
1 Year

Class Days/Timing
Sundays from 10.00 a.m. to 01.00 p.m. IST

Programme Overview

The Professional Certificate Programme in Strategic Competencies for CHROs has been specifically curated for professionals in HR leadership positions rendering a more strategic role in the organization and holding a greater consultative role for the other business functions. The programme is designed to ensure that CHROs are well-equipped to lead strategic HR functions, drive organizational success and effectively manage people and processes at the highest level. The curriculum, crafted by distinguished IIM K faculty and industry leaders, offers an immersive experience that fuses theoretical knowledge with practical insights.

Completion of this programme is expected to guide CHROs to

- Understand how to design and implement **HR strategies** that align with organizational goals and drive business success.
- Learn to measure and communicate the return on investment (**ROI**) of HR programs and initiatives and demonstrate how they contribute to the overall organizational success.
- Utilize HR analytics and latest technologies to make informed decisions and demonstrate as well as enhance the value of HR initiatives.
- Lead HR intervention in critical organizational level initiatives needed to respond to an ever changing business context and environment.
- Cultivate leadership skills necessary for influencing and guiding senior management and shaping organizational culture.
- Develop techniques for building and maintaining strong relationships with employees, management, vendors, partners and other external stakeholders.
- Learn to create and manage effective **succession planning** processes to ensure leadership continuity at key levels.



Programme Highlights

Completion Certificate

Opportunity to earn a Certificate of Completion from IIM Kozhikode, ranked #3 among Management schools in India by NIRF 2023 and ranked #5 in the IIRF Ranking 2024.

Campus Experience

Participate in the two In-Campus immersion module of 2 days each providing participants the opportunity to experience the typical high-intensity classroom and to soak-in the unique campus environment of one of the most iconic and sustainable management campuses in India, set amidst lush green hills and surroundings.



Executive Alumni Status

Upon successfully clearing the evaluation requirements of this program, participants qualify for the Executive Alumni status from IIM Kozhikode



Custom designed for CHROs

This programme is specially designed to address the unique challenges, strategic roles, and leadership needs of CHROs and is curated to enhance strategic thinking, develop leadership competencies, foster innovation and agility and enhance communication skills amongst professionals in HR leadership roles.



Complimentary SHRM Membership

All participants of this programme will be entitled to a complimentary 1 year membership of Society for Human Resource Management (SHRM), world's largest HR association.



Special Benefits from SHRM

Participants will be extended a special discount on the registration fee for SHRM Annual Conference (Sep/Oct in Delhi) and SHRM Tech Conference (May in Hyderabad) and SHRM will also conduct a live session on guidelines of engagement with SHRM as well as the application process for SHRM-CP and SHRM-SCP certification exams.



World-Class and Relevant Case Studies

Case studies sourced from the world's top repositories are incorporated into the program, allowing participants understand real life business challenges and strategies employed by leading global companies to overcome those. This approach not only provides insights into best practices but also encourages critical thinking and problem-solving skills.



Immersive Learning

Through participation in holistic and experiential activities like interactive discussions, simulations, hands-on class exercises and collaborative projects, participants comprehend the intricacies of applying theoretical knowledge to practical situations that mimic real-life HR scenarios and challenges.

In-Campus Immersion

This program includes 2 in-campus modules of 2 days each, to be held at IIM Kozhikode. The dates for the in-campus modules will be communicated in due course. Attendance at the campus component is mandatory for all participants. In the event that the campus module cannot be held due to exigent and unavoidable circumstances, adequate alternate options with regards to the in-campus modules will be made available via online sessions.

Eligibility

- For Indian Participants - Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognized university (UGC/AICTE/DEC/AIU/State Government) in any discipline.
- Diploma Holders (10+3) will be considered on a case-to-case basis subject to having a minimum of 15 Years of work experience in a supervisory role at the time of applying for this programme.
- For International Participants - Graduation or equivalent degree from any recognized University or Institution in their respective country.
- Minimum of 10 years overall experience in Human Resource function or at least 7 years of work experience in HR Leadership roles.

Who Should Attend



Present day HR Leaders, who play a key and differentiated role in the development and achievement of the long-term strategic goals of organizations.



Experienced HR professionals faced with managing new age realities like digital transformation, gig economy, multigenerational workforce, workforce management during crisis etc.



Seasoned HR Managers seeking to deepen their knowledge of issues that may be specific to a sector or industry.



Senior HR Practitioners aspiring to advance to leadership positions such as CHRO or HR Heads in their career.



Syllabus

Module 1

HR and Organization

- ▶ HRM alignment to Organizational Objectives
- ▶ Deriving HR Strategy from Business Goals
- ▶ HR as Business Partner
- ▶ Compliance to a Regulatory Framework
- ▶ HR Analytics for Decision Making

Module 2

Core HR Strategy

- ▶ Talent Planning and Acquisition
- ▶ Talent Management
- ▶ Managing and Developing Competency
- ▶ Training
- ▶ Retention and Motivation
- ▶ Compensation & Benefits – Philosophy, Design and Structure
- ▶ Strategic Performance Management

Module 3

HR and Leadership

- ▶ Career Paths for Top talent
- ▶ Leadership Development
- ▶ Succession Planning
- ▶ Driving Transformations and Managing Change
- ▶ Conflict Management and Negotiation
- ▶ Interpersonal Effectiveness
- ▶ Leading Self and Others

Module 4

HRM in Critical Initiatives – Role and Strategy

- ▶ Mergers and Acquisitions
- ▶ Business Diversification, Growth and Expansion Initiatives
- ▶ Multi Locational / Multi Cultural Assimilations
- ▶ Hostile and Regular Takeovers
- ▶ Layoffs and Retrenchment
- ▶ Leading Through Crisis
- ▶ Employee Relations

Fees

**Total Programme Fees
INR 4,00,000/- + GST**

Above fee includes boarding/lodging charges at IIM Kozhikode Campus during the in-campus sessions

Payment Options

Options I

Make the full payment of
**INR 4,00,000 + INR 72,000
(GST) = INR 4,72,000** upfront.

Options II

Pay **INR 80,000 + INR 14,400
(GST) = INR 94,400** at the time
of registration and avail a loan
on the remaining **INR 3,20,000
+ GST**.

Options III

Make payments as per the
Instalment structure provided
below.

[Instalment Plan ↓](#)

Instalment Plan

Instalment	Fees in INR	Fees in USD	Payment Due Date
Instalment 1	Rs.80,000 + GST	USD 1500	At time of Registration
Instalment 2	Rs.80,000 + GST	USD 1500	12.12.24
Instalment 3	Rs.80,000 + GST	USD 1500	15.03.25
Instalment 4	Rs.80,000 + GST	USD 1500	15.06.25
Instalment 5	Rs.80,000 + GST	USD 1500	15.09.25

Features



Live and Synchronous Learning
Live and synchronous instructor led classes imparting interactive and real time learning from eminent faculties from IIM Kozhikode



Convenient Class Schedule
Live classes are scheduled to suit working professionals.



Practice Based Learning
Gain practical knowledge through case study discussions, class exercises, individual or group activities and peer to peer interactions.



Learn from the Best
Lectures imparted by eminent faculty from IIM Kozhikode.



On Campus Visit

Visit IIM Kozhikode's breathtaking oxy-rich campus to attend in person classes and network with your faculty and fellow participants.



Access to Recorded Sessions

Subsequent to the live synchronous classes, participants can access the recorded sessions for review and revision as and when needed.



Financing Options

Speak to our academic counsellors to know more about the loan and financing options offered by multiple Finance Partners.

Pedagogy

Sessions for this programme will be delivered via a vibrant mix of live lectures, workshops, and real-world case studies. The participants connect with a professional network, fostering relationships beyond the classroom. IIM Kozhikode faculty, celebrated for their academic and industry expertise, will guide, challenge, and inspire throughout the journey.

Upon completion, the participants will emerge with a certificate from one of India's premier business schools and a profound understanding and practical leadership skills in managing present day human resource challenges - a testament to a HR Leaders ability to be a business enabler and driver rather than being relegated to being just a support function.

All enrolled students will also be provided access to Veranda's Cloud LMS through which students may access other learning aids, reference materials, assessments, case studies, projects and assignments as appropriate. Throughout the duration of the course, students will have the flexibility to reach out to the professors, real time during the class or offline via the Cloud LMS to raise questions and clear doubts.



Programme Directors



Dr. 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 Accessor. 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.

Prof. Manoranjan Dhal

Professor, Organizational Behaviour and Human Resources



Dr. Roopak K Gupta is an Associate Professor of Organizational Behaviour and Human Resource Management at IIM Kozhikode. He is a Fellow of the Indian Institute of Management, Indore. He teaches courses on Organizational behaviour, Human resource management and Organization development and change. His primary research area is in the domain of innovative behaviour, creativity, proactive personality and leadership. His research work is presented at globally acclaimed management conferences like the Academy of Management (AOM), the European Group of Organization Studies (EGOS), and the PAN IIM World Conference. He has been the recipient of the Society for Industrial and Organization Psychology (SIOP) International Research and Collaboration grant. He has published his research work in reputed journals such as Personnel Review and AOM proceedings.

In addition, he is a trained practitioner in enhancing interpersonal effectiveness at the workplace, specifically through psychometric tools like FIR0-B, Transactional Analysis and Coaching. Before joining IIMK, he had rich experience in academics and the corporate world with stints at ICICI Lombard General Insurance Company and Ashok Leyland Financial Services, where he was awarded as the best acquisition manager.

Prof. Roopak K. Gupta

Associate Professor, Organizational Behaviour and Human Resources



Dr. Vijay Kuriakose is an Assistant Professor in the area of OB/HRM. He has cleared UGC-NET and JRF in management. He has obtained PHD in the area of OB and HRM from Cochin University of Science and Technology, Kerala. He teaches courses on Organizational Behaviour, Human Resource Management, Negotiation and Conflict management and Leadership and Change Management. He has published research articles in International Journal of Contemporary Hospitality Management, International Journal of Conflict Management, Personnel Review, American Business Review, Australian Journal of Career Development, British Food Journal and Asia Pacific Journal of Business Administration etc.

He has presented his research work in various international conferences organized by institutes of repute like IIM Kozhikode, IIM Lucknow, IIM Indore and IIM Trichy. He is a reviewer of several International Journals. His research paper bagged the "best paper of the track" award in the international conference jointly organized by the Indian Academy of Management and IIM Trichy in 2020. His research interests include Employee well-being, Workplace conflict, Conflict Management, Workplace bullying, Workplace incivility, Workplace fun and Workplace friendship.

Prof. Vijay Kuriakose

Assistant Professor, Organizational Behaviour and Human Resources

Certificate

Evaluation methodology is the discretion of the faculty. A minimum of 75% attendance to the sessions (live as well as on-campus modules) is a prerequisite for the successful completion of this program.

During the course, there will be periodic evaluations in the form of quiz, class assignments, project, case analysis, or any other objective/subjective assessment decided by the instructor during the class hours. Hence, the participants are expected to complete the given evaluation components on time successfully. IIM Kozhikode will award the course completion certification to those who complete the assessment components successfully along with the attendance criteria. The main objective of assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organizational decision scenarios.

The participants will have to secure the minimum pass marks in the respective evaluation components. Participants who successfully complete the same and satisfy the requisite attendance criteria, will be awarded a certificate of completion. Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a Participation certificate.



About the Institute

Started in 1997 with its Post Graduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high growth trajectory today, offering a wide range of academic programmes in the field of management education. These include the Fellow Programme in Management, Executive PG Programmes, Management Development Programmes and Faculty Development Programs. IIMK set up a Satellite campus at Infopark, Kochi, in 2013 dedicated to Executive Education. IIMK has also the unique distinction of launching a PhD (Practice Track) programme for working professionals besides bringing in new dynamic programmes such as the one-year Post Graduate programme in Business Leadership (2019) MBA in Finance and MBA in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE a first-of-its-kind startup incubation programme and the Indian Business Museum. IIMK IS RANKED 3RD AS PER NIRF INDIA RANKINGS 2023: MANAGEMENT. The institute also features regularly among top global institutes for its flagship MBA (PGP) and EMBA programme (EPGP) in the QS World University Rankings. The institute has leapfrogged 100 spots to be placed in the Top 151-200 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2024. IIM Kozhikode is also globally accredited by EQUIS (EFMD) and AMBA (UK) and is on the verge of a triple-accreditation crown.

IIM Kozhikode also made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked #70 among the top-80 open-enrolment executive program providers globally for the year 2024. The feat has further consolidated the 28 year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute had also entered in global top-100 at Rank #77 for FT Masters in Management (MIM) 2023 Rankings, for its full time MBA programme. IIM Kozhikode has successfully delivered close to 1300 MDP programmes over the past two decades, training more than 41,000 participants from 150+ organisations, which also includes several Fortune 500 companies in the process.



#3

NIRF India Ranking 2024,
Management

#4

70 Global | Rank #4 in India
Financial Times, Open
Enrollment Rankings 2024





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