

Strategic Human Resource Management

- Acquire a new HR skills set as defined by the award-winning global HR Competency Study
- Gain powerful insights from extensive faculty research and experience with leading Indian and multinational companies
- Align your organization's HR practices with your business strategy
- Learn to articulate the value of your HR investments

Program Overview

As we navigate through turbulent economic times, directing the human side of the business becomes a defining element of business success. This program will cover four key areas. First, we will discuss current business realities and their implications for creating and sustaining a competitive advantage through people. Second, we will examine the logic and process for developing a powerful and business-focused human resource strategy. The central and defining element of such a strategy is cultural capability, which embodies how people think and behave together in a way that creates substantial value for customers and shareholders. We will apply the process of defining the key cultural capabilities for your business and will identify the HR and other organizational practices that have the greatest impact on business performance. Third, we will provide the tools that are required for successful change management. Each component of the change managers' tool kit will be examined and applied to your personal context. Fourth, we will examine the key aspects of effective leadership. We will focus on characteristics and practices that differentiate high-performing and low-performing leaders. In this context, you will have the opportunity to determine your long-term and short-term leadership agenda.

Focus on the HR Management Challenges Facing India

The content explored in this program focuses specifically on the challenges facing HR professionals in India. Dr. Wayne Brockbank serves as faculty director for this program and has served in the past as faculty director for the Global Program for Management Development in India.

Armed with extensive research and consulting experience with Indian companies in a variety of industries, as well as leading multinational corporations, Professor Brockbank is well connected with the realities of Indian and developing country markets. He has earned an important distinction as one of the most accessible, hands-on educators in the executive education industry, and the human resource programs he directs for the University of Michigan Business School have been ranked No. 1 in the world for 10 years in a row by *The Wall Street Journal*, *BusinessWeek* and *Fortune*.

Who Should Attend

This program is designed for middle-to senior-level human resource professionals, as well as senior functional executives in both private and public sector organizations and institutions, including:

- Senior decision makers, such as directors, chief executive officers and presidents, whose roles in today's business environment require a more in-depth knowledge of both the value derived from human capital and the role played by human resources in strategic decision making
- Middle to senior executives (from such areas as marketing, manufacturing, engineering, sales, administration and strategy, as well as general managers who have been promoted through these routes) who would like to play a more effective role in improving their organization's human capital and aligning it with their overall strategy
- Those responsible for the design and development of human resource strategies

Program Dates:

Dec. 16–18, 2009

Khandala (Maharashtra), India

\$3,450 USD

Past participants include vice presidents of human resources, directors of human resources, directors of human resource strategy, human resource managers, recruitment directors and managers, directors of performance management, vice presidents of organizational effectiveness and development, and heads of SBU's. HR generalists at every level will also benefit by attending this unique program.

Unique Feature

Human Resource Competency Study

Over twenty years ago, a University of Michigan Business School team led by faculty members Dr. Wayne Brockbank and Dr. David Ulrich established an international benchmark to empirically assess the progress of human resource professionals. Known as the Human Resource Competency Study, it is designed to track the major trends in the field of Human Resource Management and to help HR practitioners and departments add greater value to their businesses. In its most recent version, this study closely examined HR trends in 35 leading companies based in India and throughout Asia.

Named "Outstanding Research" by the American Society of Personnel Administrators, the Human Resource

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Call: 91.98.2316.1352
Email: ahari@bus.umich.edu

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Competency Study forms the foundation for much of the material presented in the Strategic Human Resource Management program. The result is a serious examination of how HR practices and professionals may play an increasingly important role in helping businesses achieve a sustained competitive advantage.

Multi-Participant Team Focus

This program's focus on strategy makes it an ideal learning opportunity for teams of two or more participants from your organization. By engaging in active dialogue centered around real HR issues confronting your organization, your team will gain practical knowledge to help you develop and implement strategies that deliver value to your business.

Learning Objectives

- Integrate your human resource strategy with your business' strategy
- Acquire a comprehensive framework for effective human resource strategic development
- Translate your firm's competitive, customer and shareholder requirements into HR agendas and practices
- Identify and build competitive organizational capabilities that are required for success
- Learn to articulate the value of HR investments for your organization
- Measure the success of HR strategies and practices
- Design and evaluate the delivery structures and channels of your HR function
- Position HR as an active and effective contributor to discussions of organizational strategy
- Identify and develop the capabilities that are required for HR professionals to be more relevant and effective business contributors
- Design and create a productive customer-focused organizational culture

Program Outline

HR as Fundamental to Business Success

- Importance of HR in today's business environment
- High value-added HR agendas
- Linking HR practices to the competitive marketplace
- Adding short-term and long-term competitive value through HR

Logic and Process for Linking HR to the Business Strategy

- Trends and practices in corporate strategy formulation
- Interpreting the business environment from an HR perspective
- Best practices in building a business-driven HR strategy
- Transitioning HR from operationally reactive to strategically proactive
- Measuring HR's strategy value added

Creating Competitive Capabilities

- The role of human resources in driving speed, productivity, service, innovation and cost reduction
- Creating a customer-focused culture
- HR's role in designing and implementing effective organizational structures
- Retaining and utilizing your best talent
- Making HR strategy a reality

Program Location

The program will be held at the ICICI Bank Learning Centre in Khandala

Located in the lush environs of Khandala Hill Station, the ICICI Bank Learning Centre is located between Mumbai and Pune on the Expressway. It is 90 kilometres from Mumbai and 70 kilometres from Pune. If you are approaching from Mumbai then take exit of 'Khandala' and you are at the centre within a kilometre. If you are coming from Pune then take exit of 'Lonavala' and then drive down on old Pune-Mumbai road for about 5 kilometres. Khandala is also a Railway Station on Central railway and all Mumbai-Pune trains stop at Khandala.

In addition to a lecture hall and small meeting rooms, the Centre offers single occupancy guest accommodations, a dining hall and computer facilities. The facility also includes a swimming pool and recreational facilities. The rooms are equipped with cable television, air conditioning and attached washrooms with central water heating.

"This course finally helped me to understand 'how' to be strategic."

Kimberly Ladd
HR Business Partner
The Dow Chemical Company

Program Fees

The program fee of \$3,450 (USD) includes tuition, meals, living accommodations (reservations will be made for you at the ICICI Bank Learning Centre). The fee is payable in U.S. dollars by cheque or demand draft upon confirmation of your registration.

Contact

Hari Athawale
Business Development Manager
25 Kalarang C.H.S.
Patwardhan Baug, Erandawane
Pune – 411 004
Cell: 91.98.2316.1352
Email: ahari@bus.umich.edu

Outstanding Faculty

Professor Wayne Brockbank Faculty Director

Dr. Wayne Brockbank is a Clinical Professor of Business at the University of Michigan Business School. His teachings focus on strategic human resource management, strategy formulation and implementation, and international business. At the University of Michigan's Executive Education Center, Professor Brockbank is the Faculty Director of the Strategic Human Resource Planning Program and the Advanced Human Resource Executive Program. He is the Co-Director of the Human Resource Executive Program. Over the last ten years, these three executive programs have been consistently rated by *The*

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Wall Street Journal and *BusinessWeek* as the best HR executive programs in the United States and Europe.

He is the Director of the Michigan Human Resource Executive Programs in Hong Kong, Singapore and India, and was the director of the Michigan Global Program for Management Development in India. He is a Distinguished Visiting Professor of Business Administration at Instituto De Altos Estudios Empresariales (Argentina). He also currently teaches at Erasmus University (Netherlands), Mt. Eliza University (Australia) and the Academy for Management Excellence (India).

His current research focuses on conceptual and process linkages between human resource practices and business strategy, high value-added HR practices and implementing business strategy through people. He has published on these topics in the *Human Resource Management Journal*, *Human Resource Planning*, *Harvard Business Review* and *Personnel Administrator*, and has contributed numerous book chapters. In 1995 and 2000, he received the Best HR Paper of the Year award from the Society of Human Resource Management.

Professor Brockbank has consulted in these areas with corporations on every continent. His clients have been General Electric, Cathay Pacific Airways, Unilever, Motorola, Harley-Davidson, Citicorp, Ericsson, Cisco, General Motors, Saudi Aramco, Texas Instruments, Exxon, Goldman Sachs, Ford and Hewlett-Packard. He has also participated in workshops for the Academy of Management, Linkage, The Conference Board, SHRM, Singapore Civil Service, Strategy Planning Forum, IQPC, Human Resource Planning Society, Hong Kong Provincial Government and others. His consulting focuses on assisting companies in developing and implementing successful human resource, organizational and business strategies. He is a consulting partner in the Global Alliance and serves on the Board of Directors of the Human Resource Planning Society and Marketing Displays International.

Professor Brockbank completed his Ph.D. at UCLA, where he specialized in business policy and strategy, organization theory and international business. He received his Bachelor of Arts and Master of Organizational Behavior from Brigham Young University.

Ross School of Business at the University of Michigan

A World-Class Reputation

Since 1817, the University of Michigan has maintained an inimitable reputation among the world's higher learning institutions. Educators, students and corporate professionals consistently rate the Business School among the top institutions in the world. In fact, the University of Michigan has been synonymous with superior Executive Education for more than sixty years, resulting in more than 5,000 executives attending Michigan's executive programs throughout the world every year.

Recognized Excellence

The Business School faculty are experts at integrating knowledge with practical application and competitive insights. Their experience is drawn from superior academic backgrounds coupled with their direct work with the world's leading corporations.

A World-Class Learning Experience

The renowned faculty, the active networking among participants and the supportive learning environment combine to produce a unique, valuable and powerful learning experience for participants and faculty alike.

An International Outlook

The fact that the University of Michigan Business School delivers its executive programs in Hong Kong, Taipei, Sao Paulo, Barcelona, Bangalore, Pune and Singapore, in addition to its central hub in the United States, is clear testimony to the internationalism of the school — adding to the richness of the programs that it conducts throughout the world.



“Specific, relevant and very useful.”

Abdullah Araifi
Human Resource Manager
Qassim Cement Company

Recognized Excellence

Rankings:

Across a wide range of criteria, Michigan Executive Education and the Ross School of Business are ranked among the world's elite institutions.

BusinessWeek, "Special Report on Executive Education," | October 2007
Michigan Executive Education has consistently ranked among the top providers for open-enrollment programs from the inception of the *BusinessWeek* biennial survey.

No. 4 in the U.S.
No. 7 worldwide
Graded "A" for Leadership and Strategy, 2007
Graded "A" for Innovation and Leadership, 2008

The Wall Street Journal, "Guide to the Top Business Schools," | September 2007
The Ross School of Business MBA programs and graduates continue to be favored in this survey of corporate recruiters from large national and multinational firms.

No. 7 national ranking
No. 1 school for recruiting minorities

The Financial Times, "Special Report on Executive Education," | May 2007
The Financial Times evaluated executive education at business schools around the world across a wide range of quality criteria.

Top Ten nationwide for custom programs
No. 6 international participants
No. 7 international locations
No. 8 for new skills learning

Leadership Excellence, "2007 Top Leadership Development Programs," | September 2007.
This ranking evaluated university- and business school-based Executive Education programs on criteria related to leadership development. Michigan has been awarded the No. 1 ranking since 2005.

Over 70 companies have attended our previous programs in India including:

AF Ferguson & Company
Amtrex Appliances Ltd
Asian Peroxides Ltd
Associated Cement Companies Ltd
Birla Technical Services
The Chase Manhattan Bank
Cholamandalam Cazenove AMC Ltd
Chubb Group of Insurance Companies
Diners Club International (Citicorp)
E I D Parry India Ltd
Eicher Ltd
Eicher Motors Ltd
Eicher Tractors Ltd
Elgi Equipments Ltd
Essar Steel Ltd
Godrej Agrovet Ltd
Godrej Foods Ltd
Godrej Hi Care Ltd
Godrej Soaps Ltd
Grasim Industries Ltd
Harita Ltd
Henkel Teroson
Hewlett-Packard India Ltd
Hindustan Lever Ltd
I C I C I Bank Ltd
I T C Ltd
India Japan Lighting Ltd
India Nippon Electricals Ltd
Indian Hotels Co. Ltd
Indian Rayon & Industries Ltd
Institute for Financial Management & Research
Larsen & Toubro Ltd
Lucas TV S Ltd
Lucas – TV S, FIE Division
Lucent Technologies
M F S Communications SA
Mahindra & Mahindra Ltd
Marico Industries Ltd
Monsanto Enterprises P Ltd
N I I T Ltd
National Starch & Chemical
Parry Agro Industries Ltd
Perfect Circle Victor Ltd
Pertamina

"This course provided a framework to align HR strategies with business strategies—excellent and insightful!"

Wee Ping Loo
Head, Human Resource Division
Economic Development Board of Singapore

Pertamina UP II
Philips Key Modules / SW A8
Purolator India Ltd
Ramon & Demm
Ranbaxy Fine Chemicals Ltd
Ranbaxy Laboratories Ltd
Rediffusion-Dentsu, Young & Rubicam
Reebok India
Reliance Industries Ltd
Samtel Colour Ltd
Samtel Electron Devices Ltd
Spicer India Ltd
Sundaram Brake Linings Ltd
Sundaram Clayton Ltd
Sundaram Plastics Ltd
T I Cycles of India Ltd
TV S Lakshmi Credit Ltd
TV S Electronics Ltd
TV S-Suzuki Ltd
Tamilnadu Indl. Development Corp Ltd
Tamilnadu Indl. Investment Corp Ltd
Tata Exports Ltd
Tata Steel
The Tata Iron & Steel Co Ltd
Tractors & Farm Equipment Ltd
Trading & Development Co (TRADCO)
Whirlpool Corporation
Whirlpool of India

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The University of Michigan reserves the right to change without notice any statement in this bulletin concerning, but not limited to, curricula, courses, faculty, tuition, fees, policies and rules. If course or curriculum changes take place after you commence the program, we will make every effort to implement the changes in your best interest.

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