



## STRATEGIC HR MANAGEMENT

### PROGRAM DATES

April 13-17, 2015  
Aug. 10-14, 2015

### LOCATION

Ann Arbor, Michigan

### FEE // \$9,700

Includes:

- Tuition
- Living accommodations
- Instructional materials
- Post-program executive coaching session
- All breakfasts, lunches, and coffee/snack breaks
- Selected dinners

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### LEARN MORE

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### FOR QUESTIONS

734-763-1000  
[rossexeced@umich.edu](mailto:rossexeced@umich.edu)

# STRATEGIC HUMAN RESOURCE PLANNING

*Transform your HR function from operationally reactive to strategically proactive.*

This cutting-edge program will help you build and implement a business-focused HR strategy and develop your HR unit as a truly strategic business partner.

We'll begin by exploring your business strategy and then examine the cultural, capability, and talent requirements necessary to make your strategy a reality. We'll then investigate the ways your workforce can have a major impact on your firm's performance and learn how to identify who creates value in the firm, and where and how they play this role. You'll emerge with a roadmap to create customer and business value through HR.

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**“This program is inspiring and powerful. Most important: the concepts are practical and easy to implement.”**

Gudrun Tschass // Head of Human Resources, Central South East Europe;  
Royal Philips Electronics

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## STRATEGIC HR MANAGEMENT

### TAKEAWAYS AND TOOLS

- A customized strategic plan to shape your workforce planning and HR operations upon your return to the office
- Actionable understanding of the ways HR can create customer and business value
- Methods to align HR practices with the value creation goals of your organization
- Metrics to assess and demonstrate the value of your HR operation
- Tools to monitor who creates customer and economic value for your firm
- Frameworks to assess your strategic workforce planning, develop talent targets, and achieve them

### PROGRAM HIGHLIGHTS

- During the program you will map your HR operations to the organization's overall strategic goals and explore how you can impact the bottom line as a leader in your HR role. Implementing strategic plans in global environments is especially emphasized.

### WHO SHOULD ATTEND?

- HR managers responsible for the design and implementation of HR strategies
- Vice presidents and directors of specialty functions within HR
- HR generalists
- Line managers who recognize that the right talent in strategic roles is the only way their organization will succeed

**Visit our website for more information:**  
[www.execed.umich.edu](http://www.execed.umich.edu)



**Richard (Dick) Beatty // Director**  
Dr. Beatty is a faculty member at Ross and a professor of HR management at Rutgers University. He is the author of several books and has consulted with more than half of the Fortune 100. His research interests include strategic HR strategy and the measurement of workforce performance.

**William Joyce**  
Professor of Strategy and Organization Science, Amos Tuck School of Business, Dartmouth College

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## STRATEGIC HR MANAGEMENT

### PROGRAM IN FOCUS

This popular program attracts participants from a wide variety of industries, organizations, and countries, fostering a dynamic learning environment. In it, you'll engage in active dialogue around the strategic workforce issues facing your firm and organizations around the world. You'll explore in detail:

#### HR as Fundamental to Business Success

- Creating 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

- Assessing trends and practices in corporate strategy formulation
- Interpreting the business environment from an HR perspective
- Utilizing best practices in building a business-driven HR strategy
- Transitioning HR from operationally reactive to strategically proactive

#### Creating the Competitive Human Organization

- Maximizing the role of HR in driving speed, productivity, service, innovation, and cost reduction
- Creating the customer-focused culture
- Retaining and utilizing your best talent

#### Strategic Organizational Change

- Identifying and selecting alternative models of change
- Diagnosing and enhancing your company's change capacity
- Increasing the likelihood of success in major change initiatives
- Building a partnership between management and HR in facilitating effective change

### MICHIGAN ROSS EXECUTIVE EDUCATION

Michigan Ross Open Enrollment programs deliver the latest research and teaching in practical terms. Executives across the globe work with Ross to develop new skills, new ways of thinking, and practical solutions for today's dynamic economy. The University of Michigan has 100 graduate programs ranked in the top 10 in the U.S.

### MICHIGAN ROSS:

**Top Ten  
Open Enrollment**

– FINANCIAL TIMES

**#1 in Leadership  
Development**

– LEADERSHIP EXCELLENCE

**#4 for Faculty  
Research**

– FINANCIAL TIMES



Learn more about  
**The Michigan Ross Experience**

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# STRATEGIC HUMAN RESOURCE PLANNING

## Program Outline

*Dynamic, interactive learning both in and out of the classroom*

Sessions include lectures with Ross' top-ranked faculty coupled with:

- Simulations
- Group activities
- Development of personalized action plans
- Social events
- Cross-industry and cross-functional networking and collaboration

	DAY ONE	DAY TWO	DAY THREE	DAY FOUR	DAY FIVE
A.M.	Introduction-Assumptions of Strategic HR Frameworks for Strategy Formulation	4 + 2	Linking HR to the Business Strategy (cont'd)	Creating the Competitive Organization Through HR	HR in the Leadership Role Certificate Presentation Program Close
Lunch					
P.M.	Frameworks for Strategy Formulation (cont'd) Late Afternoon Session	Linking HR to the Business Strategy Late Afternoon Session	Linking HR to the Business Strategy (cont'd) Late Afternoon Session	Management of Change Late Afternoon Session (optional)	
Evening	Group Welcome Dinner in Executive Residence Dining Room	Free Evening	Free Evening	Closing Dinner	