STRATEGIC HR MANAGEMENT

PROGRAM ADMISSION
By application only

PROGRAM DATES
Oct. 26 – Nov. 6, 2015
Feb. 29 – March 11, 2016

LOCATION
Ann Arbor, Michigan

FEE // $24,500
Includes:
• Tuition
• Living accommodations
• Instructional materials
• Post-program executive coaching session
• All breakfasts, lunches, and coffee/snack breaks
• Selected dinners

RESERVE YOUR PLACE
www.execed.bus.umich.edu/profile/register.aspx

LEARN MORE
www.execed.bus.umich.edu/advancedhr

FOR QUESTIONS
734-763-1000
rossexeced@umich.edu

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

You’ve earned a seat at the table. Now make it count.

Establish HR as a true partner in advancing and driving business success, and enhance your value as both a member of your senior management team and a leader of the human resource function of your organization.

In this program, you’ll join HR guru Dave Ulrich, global HR thought leaders, and top-level HR executives for the world’s preeminent HR executive development program. In it, you’ll learn how to lead your HR function to advance overall business strategy, deliver value to investors, customers, and employees, and set a new, strategic HR vision.

You’ll learn to maximize HR’s contribution to the management team, optimize for global competitiveness, and create effective HR analytics to prove HR’s worth. In addition, you’ll learn the latest research and thinking on talent management, communication, managing culture across global organizations, facilitating change, performance management, organization design, HR competencies, upgrading HR professionals, and defining the organization’s leadership brand.
LEADERSHIP

STRATEGIC HR MANAGEMENT

Dave Ulrich // Co-Director
Rensis Likert Professor of Business
Dr. Ulrich is a professor at the Ross School and co-founder & partner of The RBL Group. He has consulted and done research with over half of the Fortune 200 and published more than 200 articles and book chapters as well as 23 books. He served as the editor of the Human Resource Management Journal from 1990 to 1999 and is a fellow of the National Academy of Human Resources. HR Magazine has named him the number-one thought leader in HR for four years and gave him a lifetime achievement award in 2012.

Wayne Brockbank // Co-Director
Clinical Professor of Business
Dr. Brockbank’s teaching focuses on strategic human resource management, strategy and implementation, and international business. Brockbank has published articles in the Human Resource Management Journal and Harvard Business Review, among others. He is a distinguished visiting professor of business administration at Instituto De Altos Estudios Empresariales (Argentina) and teaches at the Melbourne Business School (Australia).

Richard (Dick) Beatty // Co-Director
Dr. Beatty is an Adjunct Professor of Business Administration, Executive Education and Professor of Human Resource Strategy at Rutgers University.

TAKEAWAYS AND TOOLS
• Frameworks to translate business strategy to HR priorities, and then deploy HR practices advancing your firm’s strategic competitiveness
• Strategies to enter global markets and manage in multinational cultures
• Tools to design and implement a talent management agenda and build a competitive business culture
• Metrics to better measure HR effectiveness in advancing business objectives
• Tools to apply Dave Ulrich’s latest HR competency findings, managing HR from the outside-in, connecting its work to customer and shareholder value
• A comprehensive, step-by-step executive agenda to realign your HR function and gain buy-in from key stakeholders

PROGRAM HIGHLIGHTS
• Team-based case projects enable you to deploy new concepts and gain skills in applying knowledge to your organization.
• You’ll deeply explore the latest results of the Human Resource Competency Study, the largest, most longitudinal study of HR practices worldwide, with study directors Dave Ulrich and Wayne Brockbank applying key findings to your work.

WHO SHOULD ATTEND?
• Senior HR executives and general managers who realize the importance of HR to business success and desire to leverage HR investments to deliver organizational goals

Dave Ulrich: Lifetime Achievement Award
— HR Magazine, 2012

Dave Ulrich: World’s Most Influential HR Thinker

Visit our website for more information:
www.execed.umich.edu
PROGRAM IN FOCUS
In this program, you’ll join senior HR executives across industries from organizations ranging from the Fortune 100 to governmental institutions from around the world to explore in detail:

WEEK 1: Participating and Contributing to the Management Team and Driving Business Results Through HR
- Delivering Value Through HR
  - Changing roles for HR professionals
- Developing Effective Business Strategy
  - Creating and prioritizing strategic goals and agendas
- Driving Business Strategy Through HR
  - Amplifying HR’s impact on business results
- Optimizing Global Competitiveness
  - Organizing to enter global markets
  - Balancing multinational and business cultures
- Building the Competitive Culture
  - Becoming both the guardian of existing mindsets and the champion of new mindsets inside and outside the organization
- Measuring HR Effectiveness
  - Creating the right HR metrics for the workplace, workforce, and HR function

WEEK 2: Preparing a Leadership Agenda for the Human Resource Function
- Assuring Talent Management
  - Defining a talent management agenda that delivers results
- Creating a Leadership Brand
  - Shaping a leadership agenda for your company
  - Setting a vision for HR
- Transforming the HR Function
  - Determining who does what and where they do it
- Managing System Change
  - Facilitating the processes of change to increase the speed with which the organization’s systems adapt
- Implementing Effective HR Practices
  - Meeting the strategic needs of the business
  - Managing from the outside in
  - Building HR practices to meet customer and investor expectations
  - Shaping a personal agenda
  - Developing a personal agenda for change when you return
### ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

**Program Outline - Week One**

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<th>DAY ONE</th>
<th>DAY TWO</th>
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<th>DAY FOUR</th>
<th>DAY FIVE</th>
<th>DAY SIX</th>
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<tbody>
<tr>
<td><strong>A.M.</strong></td>
<td>Program Overview</td>
<td>The Future of HR: Delivering Value</td>
<td>Linking HR to the Business Strategy</td>
<td>Linking HR to the Business Strategy (cont’d)</td>
<td>HR Metrics</td>
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<td><strong>Strategy and Competitive Advantage</strong></td>
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<tr>
<td><strong>P.M.</strong></td>
<td>Strategy and Competitive Advantage (cont’d)</td>
<td>Group Photo</td>
<td>Linking HR to the Business Strategy (cont’d)</td>
<td>Linking HR to the Business Strategy (cont’d)</td>
<td>HR Metrics (cont’d)</td>
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<tr>
<td><strong>Participant Introductions</strong></td>
<td>The Future of HR: Delivering Value (cont’d)</td>
<td>Individual Photos</td>
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<td>Free Afternoon and Evening to Explore Ann Arbor</td>
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<td>Group Projects</td>
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<tr>
<td><strong>Evening</strong></td>
<td>Group Welcome Cocktails and Dinner</td>
<td>Dinner at the Executive Residence</td>
<td>Dinner at the Executive Residence</td>
<td>Dinner at the Executive Residence</td>
<td>Off-Site Group Dinner</td>
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*Dynamic, interactive learning both in and out of the classroom*

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

- Development of a capability-based HR strategy
- Group activities
- Designing a personalized action plan
- Social events
- Cross-industry and cross-functional networking and collaboration
- Personal Coaching

**NOTE:** This is a sample schedule. For questions // +1 734-763-1000 // rossexeced@umich.edu
## ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Program Outline - Week Two

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<thead>
<tr>
<th></th>
<th>DAY ONE</th>
<th>DAY TWO</th>
<th>DAY THREE</th>
<th>DAY FOUR</th>
<th>DAY FIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.M.</td>
<td>HR and the 4 + 2 Formula</td>
<td>Performance Measurement and Rewards</td>
<td>Creating Talent: A Formula for Success</td>
<td>Changing the Way We Change</td>
<td>HR in the Leadership Role</td>
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<td>Certificate Presentation</td>
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<td>Program Close</td>
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<tr>
<td>P.M.</td>
<td>Executive Compensation: What the Senior HR Leader Needs to Know</td>
<td>Performance Measurement and Rewards (cont’d)</td>
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<td>HR Talent Competencies</td>
<td>Leadership Brand</td>
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<tr>
<td>Evening</td>
<td>Dinner at the Executive Residence</td>
<td>Free Evening in Ann Arbor</td>
<td>Free Evening in Ann Arbor</td>
<td>Celebration Dinner</td>
<td></td>
</tr>
</tbody>
</table>

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