The Strategic Human Resource Management Program (SHRM), delivered by the University of Michigan’s Ross School of Business, is designed exclusively for HR professionals in India. It is an intensive, three-day program built on the premise that to compete and win today, organizations must align and integrate their human resources function with their strategic business objectives.

Participants in the SHRM program will examine current business challenges and explore the logic and process of creating and sustaining a competitive advantage through people and organization. A focus on firm specific strategy and application makes it an ideal learning opportunity for teams of two or more attendees from participating organizations.

The central and defining element of a strategy that aligns HR to business outcomes is cultural capability. In this program we examine how people think and behave together in a way that creates substantial value for customers and shareholders. Participants will learn to define the key cultural capabilities for their specific business and identify the organizational practices that produce the greatest impact.
STRATEGIC HUMAN RESOURCE MANAGEMENT

We will explore the essential tools for successful change management and apply them to each participant’s personal context. In addition, we will identify the characteristics and practices that differentiate high-performing and low-performing leaders. In this context, participants will determine short- and long-term leadership agendas before returning to their respective organizations.

Much of the material in the SHRM program is framed around the globally recognized Human Resource Competency Study. This study is the world’s largest ongoing study ongoing study that identifies the HR competencies and agendas that differentiate HR professions in high performing firms. With over 60,000 global respondents, this research also represents the largest data sent in India that addresses HR and business results. The study was developed by renowned HR leader and SHRM faculty director Wayne Brockbank with fellow HR expert Dave Ulrich.

Past SHRM participants include vice presidents, directors, and managers of human resources; directors of human resource strategy; recruitment directors and managers; directors of performance management; and vice presidents of organizational effectiveness and development.

TAKEAWAYS

• Translate, align, and integrate your firm’s competitive, customer, and shareholder requirements into HR agendas and practices
• Design and create a high performance and customer-focused organizational culture
• Identify, build, and measure competitive organizational and HR strategies and practices
• Design and evaluate the delivery structures and channels of your HR function
• Develop and position HR professionals to be effective and relevant contributors to business strategy

WHO SHOULD ATTEND?

• Mid- to senior-level HR professionals
• Senior functional executives in both private and public sector organizations (including directors, CEOs, and presidents), whose roles in today’s business environment require in-depth knowledge of 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

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PROGRAM FOCUS

Our focus on strategy makes this program an ideal learning opportunity for teams of two or more participants from your organization. By exploring 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. Our program outline follows these basic tenets:

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 an operational reality

UNIQUE FEATURE

Human Resource Competency Study
More than 25 years ago, a University of Michigan team led by business school faculty members Wayne Brockbank and Dave Ulrich established an international benchmark to empirically assess the progress of HR professionals. The Human Resource Competency Study is designed to track the major trends in the field of HR management and to help HR practitioners and departments add greater value to their businesses. In its most recent version, this study closely examines HR trends in leading companies around the world including India. Named the “Outstanding Research” by the American Society of Personnel Administrators, the Human Resource Competency Study forms the foundation for much of the material presented in the Strategic Human Resource Management program. Brockbank, who has taught the Ross School’s Global Program for Management Development in India, brings extensive research and consulting experience to this HR program. He is an expert on developing markets, multinational firms, and Indian companies across a variety of industries.
STRATEGIC HUMAN RESOURCE MANAGEMENT – INDIA

PROGRAM LOCATION
Hindustan Unilever Ltd. Learning Centre,
Andheri East,
Mumbai 400 072 India
+ 91.22.3983.0000

Contact:
Mr Mario Fernandes
+91.9987299456
mario.fernandes@unilever.com

The centre provides residential accommodation and is equipped with a library, a gym, a music/TV room. The centre is about 3 kilometers from Santacruz Domestic Airport.

ROSS SCHOOL OF BUSINESS AT THE UNIVERSITY OF MICHIGAN

A World-Class Reputation
Since 1817, the University of Michigan has maintained a leading reputation among the world’s best higher learning institutions. Faculty in the University’s Ross School of Business are experts at integrating business knowledge with practical application and competitive insights. Their experience is drawn from superior academic backgrounds coupled with direct work with the world’s leading corporations.

A World-Class Learning Experience
Ross faculty connect the learning process to real business applications through action-based learning. Networking among participants and a supportive learning environment combine to produce a relevant, valuable, and powerful learning experience for participants and faculty.

An International Outlook
The Ross School understands and adapts to the needs of today’s global executive. We deliver open-enrollment and custom executive education programs in the U.S., Hong Kong, Taipei, Sao Paulo, Barcelona, Bangalore, Pune, and Singapore, to name just a few.