



HUMAN CAPITAL LEADERSHIP

PROGRAM DATES

November 14-16, 2018

LOCATION

Mumbai, India

FACULTY

Wayne Brockbank,
Faculty Director

FEES // \$3,450

Commuter \$3200

Group discount, 4 or more from
same company or
group - \$3000 (per person)

Program fee includes:

- Tuition
- Instructional materials
- Meals
- Living accommodations
(reservations will be made
for you at the Hindustan
Unilever Ltd Learning Centre)

ROSS SCHOOL OF BUSINESS CONTACT

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LINKS

[michiganross.umich.edu/programs/
executive-education/strategic-hu-
man-resource-management-india](http://michiganross.umich.edu/programs/executive-education/strategic-human-resource-management-india)

STRATEGIC HUMAN RESOURCE MANAGEMENT – INDIA

The Human Resource Management field is going through fundamental changes. These changes are being fueled by intense competition, greater globalization, radical shifts in technology, political turbulence, activist shareholders, and rising employee expectations. These trends position HR at the cross roads of competitive relevance. The opportunities are in place for HR to create greater value than ever before or we can find temporary refuge in the tactical status quo.

The opportunity for HR to increase its strategic relevance is found in its capability to anticipate major trends in the competitive environment and to create organisations that move more quickly and effectively into the future. To do so will require that HR departments leverage the optimal mix of HR practices that concurrently impact short term financial performance and sustainable value for its multiple stakeholders.

The Strategic Human Resource Management Program (SHRM), delivered by the University of Michigan's Ross School of Business, is designed to help HR executives meet these challenges. The intensive three-day program is exclusively customized for HR professionals in India. It builds on the assumption that HR must align its practices and aspiration with business strategy. However, the program goes beyond this important foundation by identifying the mechanisms through which HR can proactively contribute to the sometimes-contradictory requirements of customers, shareholders and regulators along with senior executives and employees.

The program is highly interactive. It seeks to build on the collective knowledge of the participants. It builds on the largest on-going, global research of the HR profession that has been sponsored by the Ross School of Business at University of Michigan and by SHRM's faculty director Wayne Brockbank and his colleague, Dave Ulrich. The India portion of this study was conducted in partnership with the National HRD Network and is the largest study of its kind that has been conducted in India. It also builds on the 24 years of Professor Brockbank's experience in working with HR departments from across India. Most important is that the program is strongly oriented toward application. Participants will be given the opportunity to apply their learnings in developing high impact HR strategies for their departments and their companies.

STRATEGIC HUMAN RESOURCE MANAGEMENT – INDIA

HUMAN CAPITAL LEADERSHIP

The program explores the combinations of HR practices that have greatest impact on creating value for its multiple stakeholders. This will enable participants to customize their HR practices for greatest overall value. We will apply the specific tools that are most relevant for the participants' most important stakeholders. In addition, we will identify the practices and competencies that differentiate high-performing HR professionals and departments from low performing competitors. Within this context, participants will determine their personal leadership agendas before returning to their respective organisations.

SHRM is built on the 2016 round of the globally recognized Human Resource Competency Study from the University of Michigan and the RBL Group. With over 32,000 global respondents, this research challenges HR to reexamine some of its historical assumptions and to transition to higher value added HR agendas and practices. We have found that the combinations of HR practices that impact short term financial performance are radically different from those that create sustainable value for customers and shareholders and that the practices that create value for customers and shareholders are different from those that create value for executives and for employees. We also found that by building organisational capability HR has four times greater impact on business performance than by focusing on talent. These and other findings have recently been published in a recent, *Victory through Organisation* (2017), by Professor Brockbank and his colleagues. SHRM focuses heavily on applying proven tools and techniques for implementing ideas and concepts this recent research.

TAKEAWAYS

- Translate, align, and integrate your firm's customer, shareholder and executive requirements into sustainable HR agendas and practices
- Design and create a high performance and customer-focused organisational capability
- Identify, build, and measure organizational competitiveness and key talent along with other HR strategies and practices
- Design and evaluate the delivery structures and channels of your HR function
- Develop and position HR professionals to be effective, relevant and proactive contributors to business strategy

Wayne Brockbank // Faculty

Clinical Professor of Business

Professor Wayne Brockbank is a clinical professor of business at the Ross School of Business at the University of Michigan's. His expertise focuses on strategic human resource management, strategy formulation and implementation, and organisational capability.

In addition to being SHRM faculty director, Brockbank is co-faculty director for Ross Executive Education's Advanced Human Resource Executive Program. This program is consistently ranked among the best HR executive programs in the U.S. and Europe by The Wall Street Journal, Fortune and Business-Week over the past 26 years.

Brockbank has served as director of the Global Program for Management Development in India. He has also taught university executive programs in Hong Kong, Singapore, Australia, the Netherlands, Pakistan, Indonesia, Argentina, Saudi Arabia, United Arab Emirates, Kuwait, and China.

Brockbank's research focuses on conceptual and process linkages between human resource practices and business strategy, high value-added HR practices, and creating customer focused organisational cultures. He is a co-author of six books and his work has been published in the *Human Resource Management Journal*, *Human Resource Planning*, and *Harvard Business Review*. He also has produced numerous book chapters. He was recently ranked as one of the top 20 HR Thinkers in the world.

He has consulted with corporations on every continent. His clients include General Electric, Cathay Pacific Airways,

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HUMAN CAPITAL LEADERSHIP

WHO SHOULD ATTEND?

- Mid- to senior-level HR professionals across all areas of the HR function
- Senior functional executives in both private and public sector organisations (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 organisation's human capital and aligning it with their overall strategy

PROGRAM FOCUS

The program's focus on building an HR strategy that links to business results makes an ideal learning opportunity for teams of two or more participants from your organisation. By exploring real HR issues confronting your organisation, your team will gain practical knowledge to help you develop and implement strategies that deliver value to your business.

Our program outline builds on 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 both short-term and sustainable 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 strategic 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 organisational structures
- Retaining and utilising your best talent
- Making HR strategy an operational reality

Unilever, Harley-Davidson, ICICI Bank, Infosys, Citicorp, Tata, Cisco, General Motors, Philips, Shell, Mahindra & Mahindra, Saudi Aramco, Texas Instruments, Exxon, Goldman Sachs, Dr. Reddy, Piramal, Ford Motor Co., and Larsen and Toubro. He has also participated in workshops for the Academy of Management, Linkage, The Conference Board, 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 business focused human resource, organisational, and business strategies for sustainable high performance.

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

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 99 graduate programs ranked in the top ten in the U.S.

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UNIQUE FEATURE

Human Resource Competency Study

More than 30 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 and their departments. 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 has extensive experience as a consultant, as an in-house HR professional and as one of the world thought leaders in the HR field.

PROGRAM LOCATION

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

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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

Michigan Ross 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.

MICHIGAN ROSS
Top 10
Global Provider

– FINANCIAL TIMES

#2 in Leadership
Development

– LEADERSHIP EXCELLENCE

#3 in Management

– US NEWS AND WORLD REPORT