Executive Education in Asia

HUMAN CAPITAL LEADERSHIP SERIES

Strategic Human Resource Planning
Elevate the strategic value of HR within your organization

Learning Objectives

• Become a strategic partner and transform the HR function into a contributor to the business
• Turn corporate strategy into HR priorities
• Enhance your HR practices as a driver of competitive advantage
• Create a customer-focused culture
• Learn to articulate the value of HR investments for your business

Overview

The Michigan flagship Strategic Human Resource Planning program in Asia prepares human resource managers and professionals to become business players in creating and implementing successful business-focused HR strategies.

This challenging program will push you to shift your focus from day-to-day operations to long-term strategic HR. You’ll learn tools, frameworks, and best practices from the recently released Human Resource Competency Study, the largest and longest running global study of HR, and build a business-focused strategy to establish your HR unit as a true business partner.

PROGRAM DATE
Jun 24 – 28, 2019
Nov 18 - 22, 2019

LOCATION
Hong Kong

FEE / US$8,500
Program fee includes:
• Tuition
• Instructional materials
• All lunches, and coffee/snack breaks

CONTACT
+852 2509 9088
enquiry@umich.com.hk

WEB
http://michiganross.umich.edu/programs
Overview (continued)

You’ll emerge with an action plan to develop the nine HR competencies that drive internal and external value. Action-learning experiences, interactive lectures, case discussions, and in-class activities will guide you in determining what culture, capabilities, and talent you’ll need to make your business strategy work. You’ll learn to identify who creates value and discover ways your workforce can have a major impact on the firm’s performance. You’ll emerge with a clear roadmap to create customer and business value through HR.

Benefits of Attending

**Individual Benefits:**
- Frameworks to assess strategic workforce planning, develop talent targets, and deliver business value through human capital
- Actionable understanding of the ways HR creates customer and business value
- Expanded knowledge of research-based best practices in HR
- Increased confidence in your ability to implement strategic HR initiatives that drive organizational growth

**Organizational Benefits:**
- Metrics to assess and demonstrate the value of your HR operation
- Tools to ensure every employee creates customer and economic value for your firm
- A customized strategic plan to shape workforce planning and HR operations
- Methods to align HR practices with your organization’s strategic priorities

By attending this program, you will receive 1 credit towards our Distinguished Leader Certification and will personally be rewarded with Life-time Scholarship and Peers Vouchers to develop your chosen peer. Visit our website for more details: [https://michiganross.umich.edu/programs/executive-education](https://michiganross.umich.edu/programs/executive-education)
The Experience

This popular program attracts participants from a wide variety of industries, organizations, and countries, fostering a dynamic learning environment. The following program topics will be presented through a combination of action-learning activities, group discussions, team exercises, lectures, case studies, and projects.

DAY 1

- Assessing the business strategy and organization structure
- Understanding the goals process and sequences that make a structure work via case studies and discussion
- Structural alternatives aligned to strategy

DAY 2

- Diagnosing the strategic implications of building great, sustainable organizations using tools from the book What Really Works
- Review of basic partnership issues:
  - What do we need to do to grow/improve this business/unit?
  - What is our life cycle stage?
  - What is our Strategy? What does it need to be?
  - What is our Culture? Is it aligned with our strategy?
- Exploration of HR partners vs. HR players
- The three strategies required for partnership success:
  1. Business strategy
  2. Workforce strategy
  3. HR strategy
- Understanding the three strategies and engaging in a “deepdive” on the strategic capabilities of each participant’s firm

DAY 3

- Building a workforce strategy
  - Strategic capabilities required: diagnostic tools
  - Present and desired state
  - Gaps and their causes
  - Strategic positions and talent
  - Where, how, and who creates customer and economic value
  - Performance vs. potential

DAY 3 (continued)

- Building talent inventories
  - Case example: building a talent inventory for your line of business/company
  - HR metrics
  - Culture: expect and inspect
  - Talent: bench strength vs. benchmark
  - Leaders’ workforce accountabilities

DAY 4

- HR strategy and actions
  - What will HR need to do differently with talent to have a profound impact on the creation of customer and economic value?
  - Building a new HR architecture
  - HR practice changes: Selection, Development, Performance management, Rewards, Communication, Work design

- Aligning and integrating HR
  - HR as a system: a whole and not a heap
  - The financial impact on the organization of aligned and integrated HR systems

- Strategic workforce planning
  - HR strategy: create a customer-focused culture, improve retention, and develop your best talent
  - Workforce metrics: learn what information should be captured to track progress and demonstrate the value of HR to the organization

DAY 5

- HR leadership: delivering the HR agenda
  - HR as a change agent
  - Leading the HR function
  - Influencing line leaders
  - Talent effectiveness
  - Sustaining change
  - HR with an attitude

- Building an action plan to deliver short- and long-term value through HR
Who Should Attend

Upper/middle human resource managers responsible for establishing policy at corporate or divisional levels of major corporations or the policy-making head of human resource functions in smaller companies. Participants should be familiar with human resource areas and be ready to adopt new perspectives. The program is also geared toward line executives who need to develop and refine their human resource management skills.

Application Qualifications

In order to maintain the high calibre of its participants, the STRATEGIC HUMAN RESOURCE PLANNING program asks that candidates for admission meet certain qualifications:

- Proven maturity and the intellectual ability to comprehend and the capacity to absorb advanced level instruction.
- A sincere commitment to the intensive study and active discussion that can contribute significantly to the program.
- Fluency in the English language as the program is presented in English only.

To ensure maximum benefit from the program, organizations should nominate candidates who wish to prepare for increased professional or management roles within the organization. Participants must be prepared to work diligently, be willing to entertain new and different ideas, and be able to contribute freely to group discussion.

Each applicant must submit a completed two-page application form. The Executive Education Center will send notification of admission within 3 working days. Both pages of the application should be received before the application will be processed. In order to allow enough time for the participant to prepare the pre-program reading materials, we suggest sending us the registration form at least 8 weeks prior to the program.
**Some of the participating companies from across Asia include:**

<table>
<thead>
<tr>
<th>Abu Dhabi Commercial Bank</th>
<th>Hong Kong Oxygen &amp; Acetylene Co Ltd</th>
<th>National Water Company</th>
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<tbody>
<tr>
<td>Angkor Mikroheranhvatho Kampuchea Co., Ltd</td>
<td>Hong Kong West Cluster, Hospital Authority HSBC</td>
<td>Orica Mining Services</td>
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<tr>
<td>Ascendas Pte Ltd</td>
<td>Hutchison CP Telecommunication</td>
<td>PepsiCo Inc.</td>
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<tr>
<td>Atlas Copco (Shanghai) Trading Co. Ltd.</td>
<td>Imaginex Group</td>
<td>Philip Morris Asia Limited</td>
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<tr>
<td>Australian Trade Commission</td>
<td>Indonesia Eximbank</td>
<td>PJ Lhuillier Inc</td>
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<tr>
<td>Bank BTPN</td>
<td>International Finance Corporation</td>
<td>PT Bank CIMB Niaga Tbk</td>
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<td>Bank Cimb Niaga</td>
<td>Leannie Co. Ltd</td>
<td>PT Bank UOB Indonesia</td>
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<td>Bank Negara Malaysia</td>
<td>Lexmark Printer (Shenzhen) Co. Ltd.</td>
<td>Rushmore Business School</td>
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<td>CLP Power Hong Kong Ltd.</td>
<td>Manila Electric Company (MERALCO)</td>
<td>SABB</td>
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<td>Coach Korea</td>
<td>Masdar Institute of Science and Technology</td>
<td>Shui On Land Limited</td>
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<tr>
<td>Columbia Sportswear Company</td>
<td>McDonald’s Asia Pacific/Middle East/Africa</td>
<td>SK Group</td>
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<td>Dow Chemical China Company Ltd</td>
<td>Mead Johnson Nutrition (China) Ltd</td>
<td>Tetra Pak Taiwan</td>
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<tr>
<td>Financial Services Authority</td>
<td>MSL Group</td>
<td>The American Club Singapore</td>
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<td>Godrej Household Products Ltd.</td>
<td>National Environment Agency</td>
<td>Thomson Reuters</td>
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<tr>
<td>Hindustan Coca Cola Beverages Pvt Ltd</td>
<td></td>
<td>Umicore Greater China (RHQ)</td>
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**Testimonials:**

- *"This challenging program provided me with a grounded framework for catapulting HR as a strategic advantage"*
  
  Ira Reyes  
  Director, Recruitment and Organizational Development  
  The Coca-Cola Export Co.

- *"It was very insightful and it changed the way I look at HR. We can actually be part of the strategy."
  
  SVP & HR Relationship Manager PFS HSBC

- *"It is an extreme commitment for most of us, but this investment was worth it. This great program sent us all home with a new understanding of HR, new tools, many great memories, and a new list of friends and colleagues."
  
  Russell Spooner  
  Director, Human Resources  
  Advanced Tissue Sciences

- *"This is an amazing experience, and opened my eyes & thoughts to think out of the box."
  
  Suhail Bin Tarraf, HR Business Partner  
  Whole Sale & Treasury  
  Emirates NBD
Program Faculty:

Richard W. Beatty  
Professor of Business Administration, Executive Education  
Stephen M. Ross School of Business, University of Michigan

Professor Beatty’s research interests focus on performance appraisal, selection, compensation, human resource planning, and the use of incentives in organizations, as well as strategic talent development. His most recent book, The Workforce Scorecard (Harvard Business School Press), was named as one of the top ten must-reads for HR leaders by Human Resource Executive. He has published more than one hundred articles on topics in human resource management, business and organizational psychology journals, most recently, “A” Players or “A” Positions? The Strategic Logic of Workforce Management (Harvard Business Review). He is an associate editor of Human Resource Management and has twice won the Human Resource Planning Society’s research award for the best article on human resource management and also won the Best Book award by the Society for Human Resource Management. He is active in a number of professional organizations and past President of the Society for Human Resource Management Foundation.

William (Bill) Joyce  
Professor of Strategy and Organization Science  
Amos Tuck School of Business, Dartmouth College

Dr Joyce has consulted extensively with organizations in the US, Europe, and Asia, specializing in strategy implementation, organizational design and cultural change. Some of the organizations that he has worked with include Citibank, ING, Aetna, GE, General Motors, Allied-Signal, AT&T, 3M, Ciba-Geigy Pharmaceuticals and others. Dr Joyce is the author of four books and numerous articles dealing with strategy implementation, organizational design, and cultural change. His latest book, What Really Works, was published in 2003. Dr Joyce was a faculty member of the Wharton School of the University of Pennsylvania, where he was Director of Doctoral Programs in Management. He also teaches regularly both in Japan and in other locations around the world.

NOTE: Each program will be taught by two of the faculty listed.
Contact and Registration Info

Once you have registered for one of our programs, a unique registration number is assigned and an acknowledgement letter is sent within 3 working days. The participant will also receive a confirmation via e-mail within 3 working days, along with a softcopy of the invoice. This communication ensures that a place will be reserved for you in the program. Due to costs associated with establishing, holding, and refilling participant slots, along with the associated costs of pre-course materials, the following cancellation charge schedule has been established. The program fee includes tuition, tea breaks & lunches, and all instructional materials. In order for you to have sufficient time to prepare the pre-reading materials and settle the program fee, we suggest sending us the registration at least 8 weeks prior to the program.

Cancellation Policy

Cancellation fees are based on the number of weeks from the class start date your request is received. You must notify us of your cancellation in writing via email, fax, or postal mail. You may cancel six or more weeks prior to the start of a program without incurring a fee. Due to the inherent costs of establishing, holding, and refilling participant slots along with associated costs of pre-course materials, the following cancellation fee schedule applies:

- Two to six weeks prior to program start - 50% of program fee
- Within two weeks of program start - 100% of program fee

Venue

(to be confirmed)

We will provide information of recommended hotels to you upon enrolment confirmation.

PLEASE note: The hotel can only take room reservations. All program registrations must be directed to enquiry@umich.com.hk or 852.2509.9228 (fax).

Please indicate you are a University of Michigan Executive Education participant when making reservations and you will receive a discounted room rate (subject to availability). Participants are responsible for their own accommodations and travel arrangements.

If you have special dietary concerns, please contact us as soon as possible at the Asia Pacific Regional Office.

Transfer and Substitution Policy

We can accept transfers to an alternate program offering. All transfer notices must be received by email, fax, or mail before the start of the program. Transfer requests received within 2 weeks of the program start are subject to a US$250 transfer fee. Qualified substitutes for registrations can be accommodated with advance written notice.

If you choose to defer or substitute your program fee to a future program session, that program must be attended or all funds previously paid will be forfeited. Only one deferral or substitution per registration is allowed and the new session must occur within one year of the original session date. Please note that 100 percent of the full tuition will be forfeited if one of the following occurs:

- The registrant does not enroll in another program within one year of the original start date
- The registrant has not requested a refund within one year of the original start date.

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.
Registration Form - Stephen M. Ross School of Business at the University of Michigan

STRATEGIC HUMAN RESOURCE PLANNING

Please mail or fax the completed registration to our office

Hong Kong
Executive Education
Asia Pacific Regional Office
Stephen M. Ross School of Business
University of Michigan
12/F Winsan Tower, 98 Thomson Road, Wanchai, Hong Kong
Tel: 852.2509.9088 Fax: 852.2509.9228
Email: enquiry@umich.com.hk

You may also register online on our website at:
http://michiganross.umich.edu/programs/registration

☑ Hong Kong June 24 - 28, 2019 US$8,500 Reg. Code:
☑ Hong Kong Nov 18 - 22, 2019 US$8,500 Reg. Code:

If you have a Distinguished Leader Voucher, please quote your voucher reference. no: _____________________________

Registration Deadline: 4 weeks before the program Registrations are accepted on a first come, first served basis.

Participant Information

☑ Mr. ☐ Ms. ☐ Dr. ☐ Miss ☐ Mrs.

Full Name ____________________________________________ (As appears on the course roster and your diploma)

First Name ______________________ Last Name ______________________

Title of Present Position ________________________________

Company Name _______________________________________

Company Address (Please include street address and appropriate postal code for international courier delivery) ____________________________________________

City ______________________ Postal Code _______________ Country _______________

Telephone ______________________ Facsimile ______________________

Email ______________________ Company Website ______________________

Department ______________________

List language(s) in which you are fluent ______________________

(Applicants must be proficient in English)

All information submitted will be kept confidential

Continued on next page >>
**Occupation**

Describe your job duties:

<table>
<thead>
<tr>
<th>Area of Experience</th>
<th>Code your degree of experience with ‘A’ meaning extensive; “B” meaning moderate; or “C” meaning little or none.</th>
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</thead>
<tbody>
<tr>
<td>Accounting and Controllership</td>
<td>Marketing Planning and Mgmt</td>
</tr>
<tr>
<td>Capital Budgeting</td>
<td>Operations / Manufacturing Mgmt</td>
</tr>
<tr>
<td>Corporate Analysis</td>
<td>Research and Development</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Technology Management</td>
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<tr>
<td>HR Management</td>
<td>Affirmative Action / EEO</td>
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<tr>
<td>IT / Computer Technology</td>
<td>Appraisal Systems</td>
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<tr>
<td>International Business Mgmt</td>
<td>Career and Succession Planning</td>
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</table>

**Prior Employment Experience (optional)**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Position</th>
<th>Year</th>
<th>Area of Responsibilities</th>
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**Company Objectives**

Please indicate company expectations in respect of the participation of the program:

**Why did you choose Michigan? (You May Choose More Than One)**

- [ ] Advertisement
- [ ] Newspaper
- [ ] Magazine/Journal
- [ ] E-mail
- [ ] Seminars/Exhibitions
- [ ] Recommendation by
- [ ] Supervisor
- [ ] HR/T&D
- [ ] Past participant
- [ ] I have attended Michigan Executive Education program(s)
- [ ] I have met with a Michigan representative
- [ ] Promotion
- [ ] Brochure
- [ ] Catalogue

Do you plan to make a hotel reservation?  [ ] No  [ ] Yes - We will provide information of recommended hotels upon confirmation

By submitting this application form, I have read and hereby agree to comply with the cancellation policy of Michigan Ross Executive Education. I also understand that payment of the program fee is required prior to the program. Upon registration, the University shall issue an invoice for payment and a confirmation via e-mail within 3 working days.

Signature / Company Chop

The University of Michigan, as an Equal Opportunity, Affirmative Action Employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Educational Amendments of 1972 and Section 50 of the Rehabilitation Act of 1973. It is the policy of the University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries of complaints may be addressed to the University's Director of Affirmative Action, Title IX and Section 504 coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, 1734.763.1281, T.D.D. 1734.647.1388. For other University of Michigan information, call 1734.764.1817.
Michigan Executive Education

Michigan Ross Executive Education was recently named a Top 10 global provider by the Financial Times, and our leadership programs have been consistently rated No. 1 by Leadership Excellence. We offer approximately 20 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. In addition to the Michigan Ross Campus USA, Ross has locations in Hong Kong, Mumbai and Singapore and delivers programs globally wherever our corporate partners request.

Rankings

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

Financial Times, “Top 6th in the World for Open Enrolment Programs Executive Education Rankings 2018”
The Ross School of Business at University of Michigan is up nine places to 11th overall and sixth for clients who say they would use the school again.

The first-of-its-kind report for The Financial Times ranks schools based on the “quality and breath of business schools’ postgraduate programmes.”

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

Leadership Excellence, “No. 1 in Leadership Development’,” | September, 2013
This ranking evaluated university and business school-based executive education programs on criteria related to leadership development.

No. 1 executive education programs for five consecutive years

Bloomberg Businessweek “Top 10 Open Enrollment programs” | November, 2013

Program Offerings are subject to change; visit website for the most up-to-date information.