

EXECUTIVE DEVELOPMENT PROGRAM

in
**Strategic Human Resource
Management**

**EXECUTIVE
DEVELOPMENT PROGRAM**
in
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Resource
Management**

DURATION:
12 Months

CATEGORY:
**Human Resource
Management.**

COURSE FEE
INR 2.25 Lakhs



Program Details

It is a comprehensive 12-month programme that recapitulates participants' knowledge of the HRM domain at an operational level and seeks to build on it to develop a strategic perspective. The programme aims to equip middle and top-level managers, both line managers and HR managers, with knowledge and skills to make HRM decisions to build and sustain competitive advantage. The programme begins with a brief overview of basics of HRM, employee/industrial relations, leadership and talent management, organisational culture, followed by an overview of basics of strategy, both business and corporate strategy, and then on the link between strategy and HRM.

The programme also covers general management topics that are relevant for SHRM, along with contemporary issues such as international HRM, managing platform economy workers, evolving issues in employee/industrial relations, HR Analytics and millennial workers.

Pedagogy

The teaching approach will be highly interactive and deploy diverse pedagogical tools and techniques including lectures, case studies, live corporate examples, and general discussions. To provide greater industry insights, practitioners would also be invited to share their experiences.

Programme Highlights

- Designed to equip managers with global best practices in HRM
- Three-hour sessions held once a week by guest faculty
- GEU Dehradun Executive Alumni status
- Campus immersion module of 5 days
- Unique blend of multidisciplinary subjects

Key Learning Outcomes

After completing this programme, the participants should be able to:

- Distinguish between strategic and operational HRM.
- Understand business strategy and corporate strategy.
- Understand the relationship between strategic HRM, and business and corporate strategy
- Understand the integration of HRM with marketing, finance, and operations.
- Understand the contemporary developments and challenges in HRM and employee/industrial relations.

Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and LMS-enabled delivery mode that can be accessed by learners on their Desktop, Laptop, Tablet or Smartphone. Participants will be provided reading materials, etc., for each course. They may also interact with the concerned faculty through e-mails/chat mode.

Who Should Attend?

- Middle and top-level managers with at least seven years of work / industry experience
- Computing background is not necessary.

Programme Content

M1.

Operational HRM-Link to SHRM

- Manpower planning issues
- Planning and executing recruitment and selection for different positions
- Performance management for goal alignment, motivation, and development
- Reward and compensation design to attract, retain, and motivate employees.
- Labour laws and its impact on businesses/organisations

M2.

Constructive Role of HR managers

- Designing and running assessment/developmental centres
- Developing competency framework
- Implementing 360-degree feedback processes
- Managing change

M3.

Leadership & Talent Management

- Transactional and transformational leadership
- Understanding and mapping leadership styles (personality, big 5)
- Employee engagement
- Developing your teams
- Learning, coaching, and mentoring

M4.

Formal & Informal Organization

- Structural choices for effective organisational outcomes
- Organisation culture and its impact on organisational outcomes
- Cross-cultural challenges

M5.

Understanding Strategic Management

- Strategy versus operations distinctions
- Strategy formulation
- Industry level analysis
- Competitive strategy
- Resource-based view on firms
- Value chain analysis
- Planned versus emergent strategies.

M6.

Business Strategies and SHRM

- HR Manager as a business partner.
- Universal, contingency, and configurational views on SHRM
- Aligning HRM policies to the business strategies/organisational goals – cost leadership, innovation, technology, differentiation on services, or quality
- Fit/alignment analysis framework – Horizontal fit and vertical fit.
- Horizontal fit – HRM system properties of complementarities
- Vertical fit – Balanced scorecard framework
- HRM flexibility to manage VUCA environment.
- Creating HR (Real) options to manage VUCA environment.
- Institutional context and industrial relations

M7.

Corporate Strategies and International HRM

- Conglomerates versus standalone businesses – SHRM issues
- HRM issues in M&A – Due diligence of HRs and cultural integration
- HRM issues in managing JVs – Managing marriage of equals
- HRM issues in turnaround management – asset retrenchment and revival
- International HRM – Institutional and cultural analytical framework
- International HRM approaches – Geocentric, polycentric, ethnocentric
- Managing expatriation and repatriation challenges
- HRM issues in global production chains
- Global institutional frameworks – WTO vs ILO; Rights vs Interests debate

M8.

General Model Module

- Analytics in HRM – statistics
 - Understanding financial statements
 - Contemporary issues in HRM – GIG economy and workers, contemporary concerns for work and workers
 - Applying marketing to HRM – Employer branding
 - Application of emerging technologies to HRM processes
 - Designing and implementing experiential learning and development exercises
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Eligibility Criteria

- Minimum two years of work experience in a relevant area in leadership or managerial role.

Assessment

A minimum of 75% attendance to the LIVE lectures is a prerequisite for the successful completion of this program. There will be periodic evaluations built in throughout the duration of the course. These may be in the form of a quiz, experiential assignment, project, case studies or other objective/subjective assessments. The evaluations are designed ensure continuous participant engagement with the course and encourage learning. The main objective of the assignment and projects will be to help participants apply their conceptual learning from the programme to actual organizational decision-making scenarios. Passing qualification for the program will be based on (a) attendance requirement (b) mandatory number of experiential assignment submissions and (c) project submission. Participants who successfully complete the same will be awarded a certificate of completion by GEU. Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a participation certificate by GEU.

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Department of
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Graphic Era
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