



**Management Development
Programme**

**Programme on
Strategic Human Resource Management**

in Dubai from Mar 2012 – Jul 2012



Strategic Human Resource Management Programme

(A 12 days intensive programme spread over 5 months delivered in Dubai)

(Last Date to submit your application is **Feb 27, 2012**)



OVERVIEW

IIMA, Indian Institute of Management, Ahmedabad is India's best Management School (www.iimahd.ernet.in). According to the latest Financial Times Business School rankings for its Masters in Management programme 2012 and Global MBA RANKINGS 2012, IIMA has been ranked # 7 (Seventh) for its two-year Postgraduate Programme (PGP) and # 11 (ELEVEN) for its ONE Year Postgraduate Programme for Executives (PGPX). IIM Ahmedabad is the only IIM ranked in this list.

Strategic Human Resource Management Program (HRM) is an executive programme designed, developed, and offered by IIMA. Effective management of Human Resource is considered a distinguishing characteristic of successful organizations where HR function has moved beyond its traditional role, to occupy a strategic position. Value adding and innovative HR practices for building competencies and developing high commitment are found in these organizations. HR is accountable for tangible results, both qualitatively and quantitatively. This approach ensures that the human capital is a source of sustainable competitive advantage.

The programme is specifically designed to examine the changing role of HR function in the present environment and expose the participants to current practices and research in the HRM domain.

Human Resource Management is a 12-day program designed to develop advanced level competencies in the field of HR. This program design integrates the topical Human Resource Management concepts, frameworks and systems, within the framework of a performing and competitive organization. This would be an opportunity for participants to reinforce their understanding of HRM. The program also focuses on looking at HR from business point of view, helping HR professionals to strengthen their strategic HR competencies and become effective business partners.

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CONTENT

The programme is divided into several interdependent modules, each of which focuses on a different aspect or HR Management.

- **Strategic Human Resource Management**
 - Role of HR in Organizations
 - Changing Role of HR Professionals
 - Understanding Strategic Human Resource Management
 - Building Competitive Advantage through people
 - Aligning Human Resource with Strategy
 - Employee Engagement and Connect
- **Employee Selection & Socialization**
 - Human Resource Planning
 - Selection tools and their application
 - Job Design & Job Descriptions
 - Determining person- organization fit & person-job fit
 - Employee entry & socialization
 - Local issues in Staffing
- **Talent Management**
 - Competency Modeling
 - Developing Employees
 - Career Planning Systems
 - Retention of Talent
 - Managing Talent Crisis in the Middle East
 - Leadership Development
- **Managing Employee Performance**
 - Performance Management Systems & Processes
 - Rewards, Compensation and Benefits
 - Multi Rater Feedback Systems
- **Soft Infrastructure for effective HRM**
 - Organization Culture Building
 - Organizational Design
 - Understanding Employee Motivation
 - Perception and Individual Decision Making
 - Change Management
 - HR Communication
 - Interpersonal Effectiveness
 - Boundary Management in Personal and Professional Relationships
- **Employee Relations**
 - Employee Collectives and their Dynamics
 - Grievance Handling
 - Employment Relationships in different contexts
 - Managing Exit
 - Social Accountability, Sustainability and HRM

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- **Strategic Initiatives**
 - HR Issues in Mergers and Acquisitions
 - HR Challenges in Difficult times
 - Issues in HR Outsourcing
 - HR Risk Management
- **Evidence Based HR**
 - Balanced Scorecard and HR scorecard
 - HR Audit and Engagement Surveys
- **Human Resource Information System (HRIS)**
 - User needs analysis
 - Technology as an enabler
- **International Human Resource Management**
 - Internationalization: Context, Strategy, Structure and Processes
 - Managing an International Staff
- **Organizational Restructuring and HR Implications**

PEDAGOGY

A mix of pedagogical tools will be used – cases, lectures, discussions, presentations, audio-visually, and experiential exercises. A typical day would include about eight hours of classroom sessions. Preparation for the class requires doing intensive reading of course material. For effective learning participants should budget approximately 15 hours of reading time in-between sessions. Informal group discussions amongst participants are recommended.

The programme emphasizes the problem-solving approach – the process of defining problems, specifying objectives, developing alternative courses of action, choosing the best alternative in an uncertain environment, organizing people to implement the chosen alternative, coordinating their work, motivating, inspiring and developing them, and finally measuring and controlling their performance.

PARTICIPANT PROFILE

Senior and middle managers, and executives with more than 5 years experience in the HR function will find this programme useful. Managers planning career shift to HR roles or positions involving substantial people management responsibilities will also find this programme a rich learning experience. Line managers with five years experience responsible for people management in their roles are also welcome. The participants can represent corporate as well as non-corporate sectors including government and NGOs.

As the programme makes exceptional intellectual and emotional demands, participants should have an inquiring mind and capacity to think clearly. They must also have a high degree of adaptability and maturity to work and interact closely with other participants under considerable pressure.

FACULTY

The programme will be delivered in Dubai by the world class IIMA expert faculty in a setting amenable to a transformative learning experience. The faculty that will be taking the modules, subject to availability are (more details on www.iimahd.ernet.in) :

Prof. Biju Varkkey

Masters (HRM), Fellow (NIBM, Pune)
Course Director

Prof. Manjari Singh

PGDM (IIMA), ACA, AICWA.

Prof. Neharika Vohra

Ph.D. (Manitoba)

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Testimonials of participants of IIMA Programmes in Dubai

"The IIMA programme represents value for money and to me provided an opportunity to brush up my skills, meet faculty with immense practical experience and make professional friends in a new country. I would recommend the programme to anyone interested in learning from peers and faculty alike.

SANJAY SETH
Group Finance & Strategic Planning Director

"Having done my MBA 17 years ago, I needed a refresher as well as a forum to learn the new management techniques and on both the accounts I would definitely rate the IIMA program a complete success."

Sujeet Mitra
Director, Uniworld Group of Companies, Dubai – UAE

"The programme by IIMA is unique in providing me a trusted, high integrity, very senior discussion partner with whom I could regularly discuss ideas, ask opinions, and get insightful, "outsider" feedback which I find quite valuable."

Mahesh Chotrani
Purchase Manager, Jacky's Electronics, Dubai U.A.E

"To me the programme opened up the gateway to a great opportunity for enriching and deepening my knowledge in management practices. The inputs provided by the program immensely helped me in gaining valuable insights into new management concepts, and upgrading my skill for efficient business planning and management process."

Ravi Katial
Director, Greene FZE, Dubai U.A.E

"The faculty is absolutely world class and their knowledge and depth of understanding of the subject is astounding. The selected topics in the course are highly relevant and each one of the cases discussed has direct bearing and impact, with the opportunity to implement and measure the learning with your current areas of work. The true meaning of Brand IIMA and the teaching methods comes out during the classes that is very rigorous yet very motivating."

Ajit Kumar
Senior Divisional Manager, Al Naboodah Group, Dubai, UAE



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DESIGN

The programme is uniquely designed to enhance learning by judiciously mixing class room contact with practical assignments that the participants can implement at their work place. This will enable the participants to implement their class-room learning in the field and realize the practical value and relevance of the learning.

Keeping in view the requirements of the target audience and given the objectives of providing quality education and delivering the same in a cost effective and convenient manner, the programme design comprises learning through both class room contacts and work-place based assignments. The programme consists of 11 modules that cover the strategic as well operational aspect of Human Resource Management. Each module would be supported by textual readings, cases and exercises relevant to the participants.

The programme is spread over 5 months. The programme would be delivered in 12 days through sessions on 2 full days (Fri-Sat) every month. The last module (4 days) of the program will be delivered in the IIMA campus in Ahmedabad. Specific preparations and requirements for each of the sessions would be provided prior to holding of the modules.

CERTIFICATE

A certificate of Participation will be issued by Indian Institute of Management, Ahmedabad (IIMA) to the participants who have completed all the requirements of the programme including attendance of at least 80% of the direct class room contacts and submission of all assignments.

PROGRAM DETAILS

Dates: Program will start on Mar 16-17, 2012 (classes will be on Fri-Sat once every 4 weeks)
Timings: 10:00 AM to 6:00 PM
Venue: Dubai.

REGISTRATION PROCESS

Enrollments are based on first-come-first serve basis. Seats are limited hence apply asap which will help to reserve your seat in this Most-In-Demand Program.

Last Date to submit Application	: Feb 27, 2012
Enrollment Confirmation to Applicants	: Feb 29, 2012
Course Fee Payment by Participants	: Within 5 days of Confirmation
Course Material Distribution to Participants	: Mar 7, 2012
Course Inauguration & 1 st Module Class	: Mar 16 – 17, 2012

PROGRAM FEE

Fee includes Course Material, Lunch, Tea, Coffee, Snacks, & Certificate.

Full Payment	:	AED. 14,000.00 (Full Fee to be paid within 5 days of confirmation)
Installments	:	AED. 14,500.00 (PDCs need to be submitted within 5 days of confirmation)
		- AED. 4,500.00 (within 5 days of confirmation)
		- AED. 2,500.00 monthly payments paid every month for 4 months (cheques dated 5 th of every month starting Apr 2012)

IIMA Campus Stay for 5 days will be extra, based on actual & charges will be around AED. 1,750.00. Flight Tickets need to be booked by the participant as per the convenience of Airline, Sectors and Class.

NOMINATIONS AND INQUIRIES

For Registration and any other information, please contact:

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