

Strategic Human Resource Management

Dimensions of Extended Organisations

Strategic human resource management (SHRM) is an approach to the practice of human resources that addresses business challenges and makes a direct contribution to long-term objectives. The primary principle of SHRM is to improve business performance and uphold a culture that inspires innovation and works unremittingly to gain a competitive advantage. It's a step above traditional human resources and has a wider reach throughout the organization.

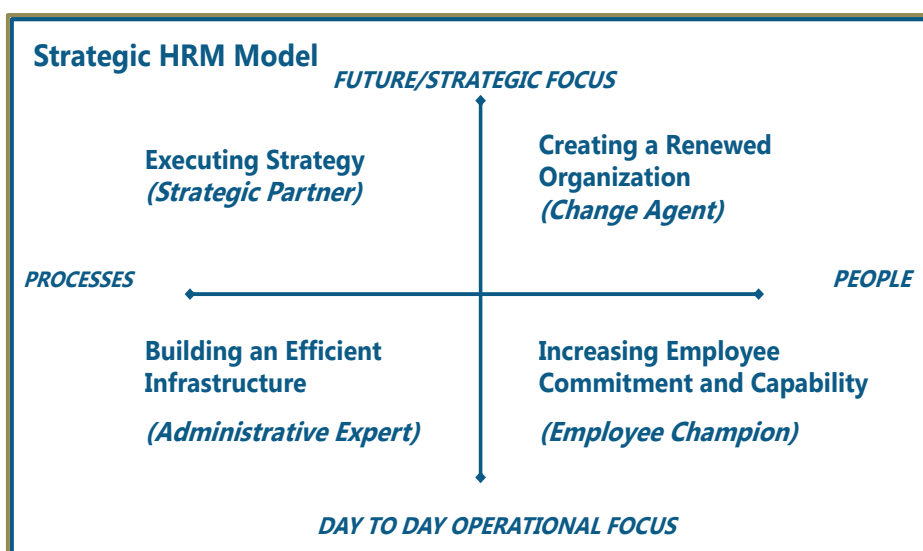
SHRM is a key element of the firms based on new business models, the so-called extended organisation. Extended organisations are process oriented and are operating in complex (global) value chains. Compared to traditional organisations, with focus on managing resources and assets, extended organisations need to manage strategic and operational processes that are part of global value chains in which deliverables are created through various types of inputs. These organisations need executives with capabilities to manage value chain processes, co-creation processes and boost the creativity from different perspectives. To stimulate and facilitate innovation there is a need for entrepreneurship; the skills to *recognise opportunities, beneficiate opportunities and add value in the created value chain.*

The SHRM program is designed to train and enable HRM and related executives to play a key role in organisations striving for excellence.

Participant's Profile

The program is designed for executives who are working at a Bachelor plus level:

- Directors, managers and professionals
- HRM professionals
- Project managers, Staffing agencies professionals
- Entrepreneurs / Consultants
- Managers from NGO and Volunteers organisations
- Graduates



Program & Modules

<p>Phase 1: Classroom</p> <p>Day 1: Business Operations & Strategy</p>	<p>Module 1: Macro Economic Trends & Business Context</p> <ul style="list-style-type: none"> ▪ Global Trends & Developments ▪ The economic environment of the company ▪ Labour market, demand and supply ▪ Innovation dynamics ▪ Economic rationale of HR practices for accounting and finance ▪ Financial implications of decisions made by the HR Department <p>Module 2: Business Strategy</p> <ul style="list-style-type: none"> ▪ Business strategy to enhance the competitive advantage ▪ “Where & “How to compete?” ▪ External (Pest, competitive forces, customers) & internal analysis (e.g., vision & mission, firm resources, value chain). ▪ The role of the HR professionals in the process of corporate strategy formulation and implementation <p>Module 3: Organisational Behaviour</p> <ul style="list-style-type: none"> ▪ Organizational structures, culture, values, behaviour models ▪ Employee motivation, Group processes ▪ Leadership and power ▪ Organizational learning and knowledge management ▪ Tools for effective management of human capital ▪ Inspire people for extra efforts and outstanding performance
<p>Day 2 Organisation Design & Change Management</p>	<p>Module 4: Organisation Design</p> <ul style="list-style-type: none"> ▪ Functions of Management ▪ Organization Theory/Structures ▪ Decision Making, Communication Process ▪ Organization Development ▪ Individual Differences & Motivation ▪ Groups and Group Dynamics ▪ Conflict and Conflict Resolution ▪ Power, Authority and Leadership <p>Module 5: Job Design</p> <ul style="list-style-type: none"> ▪ Primary & supporting business processes ▪ Task definition & analysis: What / Why / How / Impacts ▪ Work arrangements ▪ Supervision arrangements / subordinate arrangements ▪ Job analysis: the key duties and tasks to describe the job ▪ Task related skills, knowledge and attitudes ▪ Map the main job functions to units of competency ▪ Position description: skills, knowledge and competencies <p>Module 6: Business Process Re-engineering & Managing Change</p> <ul style="list-style-type: none"> ▪ Business Operations Mechanics ▪ Fundamentals of BPR, BPR Life Cycle Methodology & KPIs ▪ Organisational phases, Value creation processes ▪ Optimising Business Processes ▪ BPR advantages, Constraining Factors and Challenges ▪ Models for change management ▪ Internal and external environment in driving or restraining change ▪ Managing resistance in change (IST – SOLL)

Day 3 Project proposal Action Learning Project	<ul style="list-style-type: none"> Introduction to Project Assignment: Prepare outline of your Integrated project proposal for organisation re-design and change management Presentation of proposals by participants: Presentation, peer review, feedback and discussions 	
Phase 2: Action Learning Project Learning by Doing (Virtual coaching) Week 2 -7	Activities by Students <ul style="list-style-type: none"> <input type="checkbox"/> Drafting preliminary integrated project proposal <input type="checkbox"/> Project proposal <input type="checkbox"/> Project planning incl. data generation methods (research methods, literature) <input type="checkbox"/> Research & data generation <input type="checkbox"/> Analysis & key essentials of the assignment <input type="checkbox"/> Analysis of results <input type="checkbox"/> Risk Management analysis <input type="checkbox"/> Writing of report <input type="checkbox"/> Conclusions/recommendations <input type="checkbox"/> Review document <input type="checkbox"/> Write critical self-reflection <input type="checkbox"/> <i>Submission of final document</i> <input type="checkbox"/> Provide clarifications where necessary <input type="checkbox"/> Process modifications (if requested by lecturer) 	Virtual Coaching <ul style="list-style-type: none"> <input type="checkbox"/> Review draft proposal and provide directions <input type="checkbox"/> Review proposal & feedback <input type="checkbox"/> Review project planning & guidance <input type="checkbox"/> Review, feedback/guidance <input type="checkbox"/> Review, feedback/guidance <input type="checkbox"/> Review, feedback/guidance <input type="checkbox"/> Review, feedback/guidance <input type="checkbox"/> Review & assessment <input type="checkbox"/> Feedback & guidance for modifications (if necessary) <input type="checkbox"/> Grading / Certification
Phase 3: Assessment		

Assessment Plan

Participants should demonstrate that they are able to operate on EQF level 7. They should be able to tackle real-life complex problems through blending theories, knowledge and skills from different functional areas.

In addition to the “body of knowledge” of the respective programs in each program attention is paid to reflection skills which are essential for executives and managers.

Participation Fee

The participation fee is € 1.850 per person, excl. VAT. The price includes course materials (digital) and lunch on all program days but excludes the cost of travelling and accommodation.



Structure & Didactics

The program is designed and delivered at EQF 7 level (EU Qualifications Framework, master level) and is based on the five Dublin descriptors (EU criteria for Higher Education). The program is coherent and contextualised in the professional field of organisation and business management. Participants will receive a syllabus in advance to prepare themselves for the modules.

Teaching/learning will take place on the basis of the Action Learning Model. This education concept requires an active and interactive participation of participants. In a logical sequence a number of topics will be discussed on the basis of theory and practice. This method enables participants to develop a sound understanding of the underlying theories and to share experiences. The project is a final capstone module based on a real life question of the participant's company. The configuration is such that it allows for application and integration of the learned matters, communicating them and self-reflection. The project is assessed and provided with feedback.

Learning Activities

- Reading assignments
- Participation in group discussions
- Research / benchmarking
- Problem solving, analysis, argumentation
- Case analysis / discussion
- Feedback & self-reflection



Certification

Upon successful completion of the program (at least 5.5 for the final project), participants will be awarded with the Executive Program Strategic Human Resource Management Certificate from International Business Development Academy. In case of a lower grade (insufficient), participants will have one opportunity for re-work and re-assessment.

Information & Contact

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