

# Graphic Era Deemed to be University Dehradun

## Department of Management Studies

### EXECUTIVE DEVELOPMENT PROGRAM

## POST GRADUATE DIPLOMA IN STRATEGIC HUMAN RESOURCE MANAGEMENT



### COURSE OVERVIEW

- Duration: 12 Months
- Category: Human Resource Management.
- Course Fee: 1.25 lacs

### 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.

### Programme Content

#### Module 1: 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

## **Module 2: Constructive Role of HR managers**

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

## **Module 3: Leadership & Talent Management**

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

## **Module 4: Formal & Informal Organization**

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

## **Module 5: 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.

## **Module 6: 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

### **Module 7: 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

### **Module 8: 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

### **Programme Highlights**

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

## **Programme Details**

### **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.

### **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/COURSE PEDAGOGY**

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) 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.
- HRM background is not necessary.

### **ELIGIBILITY CRITERIA**

- Bachelor's degree (10+2+3 or 10+2+4) or equivalent; or 2-year master's degree or its equivalent from institutions or universities recognised by UGC/AICTE/AIU/DEB
- Candidates should have 50% or higher in graduation to be eligible. Marks for all (3 or 4) years to be included for calculating graduation percentage.

- Those candidates who have less than 50% marks in graduation but have more than 50% marks in post-graduation (from a recognised university) are also eligible for the programme.
- Candidates should be working at the time of filling the application form.
- Candidates should have a minimum of three (3) years of full-time paid experience at the time of application. This should be after the graduation degree/qualifying degree is complete.
- Participants will be selected based on their overall profile.
- Select applicants may be interviewed by Program Directors, if required.

\*Internships and Training Experiences will not be considered in full time work-experience

## **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.

