

THE BUSINESS OF HUMAN RESOURCES: LEADING HR INTO THE FUTURE

PROGRAM CONTENT

Business in a Global, Post Industrial World

- Understand the shift from industrial to post-industrial organization and competition
- Explore the forms of organization that are emerging in the early 21st Century as a consequence of information and communications technology advances made in the 1990s
- Recognize the core of 'global' strategy and the challenges of building world class, globally competitive organizations
- Assess how competitively organizations are organized for competition in the global, post-industrial world

Financial Reporting & Analysis

- Understand basic financial statements and how global and other economic challenges impact these statements
- Learn how to analyze financial statements in terms of profitability, liquidity, leverage and other indicators of financial strength
- Explore opportunities where HR can impact firm performance and position the organization for the future
- Recognize the importance of financial information in making strategic human capital decisions

Strategy Formulation & Implementation under Uncertainty

- Understand corporate and business strategy and its connection with firm performance
- Explore the challenges of strategic planning in uncertain environments
- Learn basic tools and frameworks used to formulate strategy under all conditions
- Apply these tools and frameworks in the context of uncertain situations
- Recognize how an effective human capital strategy can drive firm performance

Evaluating Business Decisions

- Explore how companies create value
- Recognize the impact of business decisions on the valuation of the company
- Analyze and isolate the fundamental determinants of company value
- Understand how to use business decisions for creating and delivering value
- Use financial tools to demonstrate the impact of human capital decisions on firm value

Making the Business Case

- Learn how to prepare and present a business case to the CFO
- Understand how to recognize and emphasize the drivers of business results
- Use a finance-based framework for valuing the contributions of human capital decisions to stakeholder value
- Recognize how to avoid common mistakes in analysis and presentation

Designing, Managing & Improving Operations

- Explore key operations concepts used in any business enterprise (service- and production-oriented)
- Examine key decisions faced by operations managers and the tools used to make these decisions
- Understand the impact of outsourcing and offshoring in today's global business environment
- Discover how the principles of operations can be applied to talent management
- Recognize how operations concepts can be used to improve HR processes and how HR issues impact the operations of a firm



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**Managing the HR-Marketing Interface:
Objectives, Opportunities & Challenges**

- Understand the role of marketing in the modern firm with emphasis on exploring the opportunities and challenges faced by marketers during difficult times
- Explore how HR can help marketers meet current and emerging challenges
- Learn how HR can increase its organizational relevance and influence by becoming more customer-focused and by building an efficient and effective service organization
- Discover specific approaches to enhance the quality, efficiency and effectiveness of HR services

**Strategic Change through Technology &
Business Innovation**

- Examine how technology processes and other disruptive innovations are impacting business entities, markets and customers
- Explore strategies and organizational arrangements being adopted by innovative organizations in their quest for successful competition in the marketplace
- Recognize the importance of continuous innovation
- Build a culture of innovation so that new ideas surface
- Learn how to apply a strategic resource allocation framework to human capital decisions



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