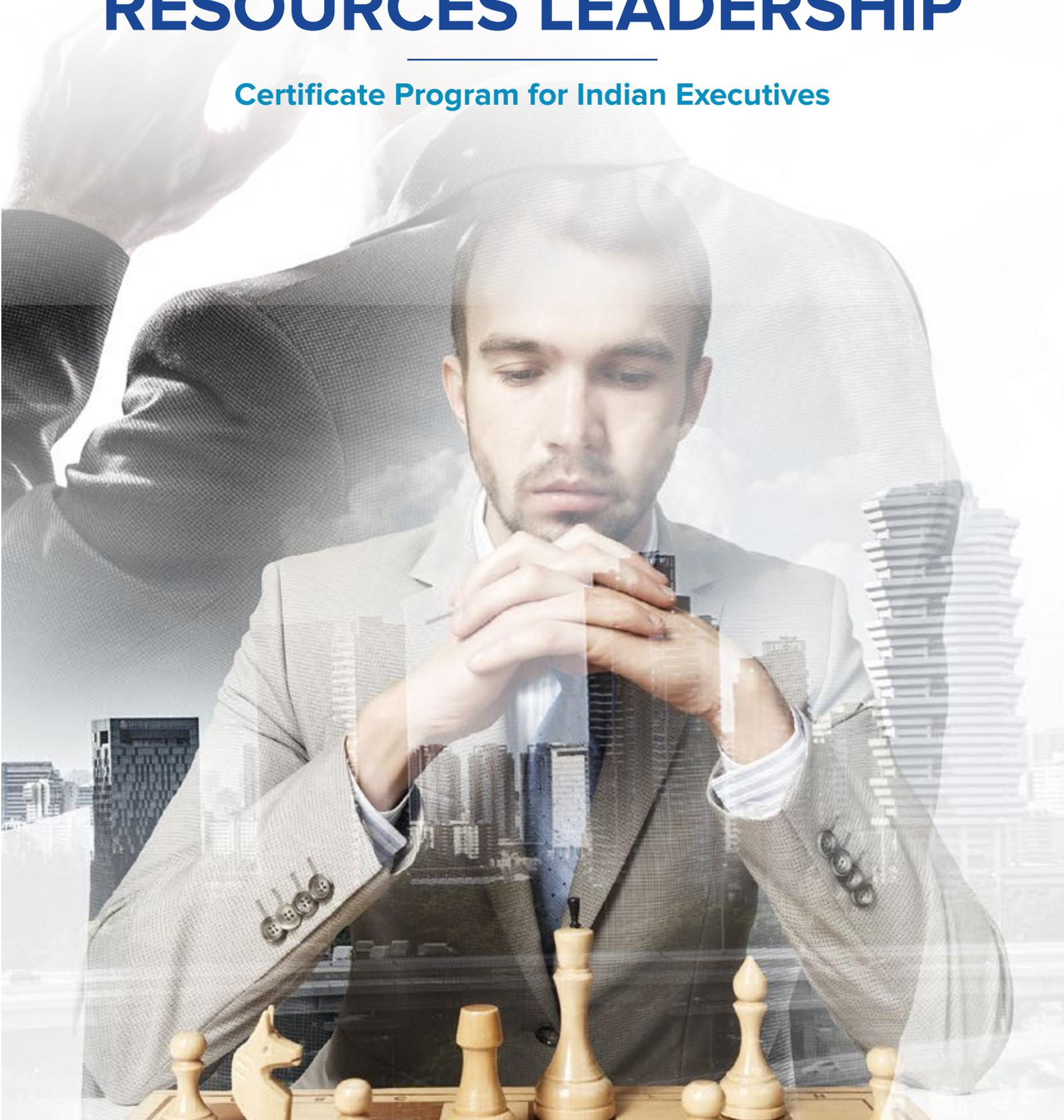




# STRATEGIC HUMAN RESOURCES LEADERSHIP

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Certificate Program for Indian Executives



# Overview

Talentedge is proud to offer the Strategic Human Resources Leadership Certificate Program for Indian Executives in collaboration with eCornell, Cornell University's online learning platform.

There are huge responsibilities on the shoulders of the 21st century's HR managers which include strategic thinking and leading the organization from the frontlines. As businesses evolve, the Human Resource department is being relied upon to execute well-defined HR strategies that align with larger organizational strategies.

As an HR executive or manager, you are expected to articulate your company's business goals and strategy, and the human resource tools and expertise in your arsenal — from recruitment, to talent management, to engagement — are necessary to support the overall business strategy. Upon completion of this online certificate course from eCornell, the HR managers should be able to speak and understand the language of the business leaders with ease.

This Strategic HR Leadership certificate program from eCornell provides a broad organizational perspective, laying the foundation for you to identify, develop, and measure HR initiatives critical to your firm's bottom-line success.

## What You Will Learn

- **Effectively Influence Business Strategy as an HR Leader**  
Execute well-defined HR strategies that align with larger organizational strategies
- **Create Maximum Value for Stakeholders**  
Develop a plan to structure an organization's people, processes, and technologies to create maximum value for stakeholders
- **Create a Model for Best HR Practices**  
Distinguish between diversity and inclusion, develop a model for talent management that attracts and retains talent, and describe methods to reduce prejudice and improve psychological safety in work groups
- **Build and Encourage a Culture of Engagement**  
Lead an effort to build employee engagement by persuading business leaders at your organization that - engagement is critical to business success
- **Learn Contingency Planning**  
Discuss factors that may derail leaders and strategies, along with how to prevent that from happening, and learn to revise your employer brand when internal and external changes to the organization diminish its effectiveness
- **Learn to Use HR Analytics to Fulfil Organizational Needs**  
Explain how and why an organization uses metrics and analytics; assess measurement requirements tied to the organization's needs

## What You Will Earn

- Certificate of Completion in Strategic Human Resources Leadership
- 40 Professional Development Hours (4 CEUs)
- 30 Strategic Management credit hours Toward SPHR and GPHR Recertification
- 30 Continuing Education Units (CEUs) Toward PHR, SPHR, and GPHR Recertification
- 36 Professional Development Credits (PDCs) Toward SHRM-CP and SHRM-SCP Recertification



## Inside The Program

- Certificate consists of 6 two-week courses.
- Courses include multiple choice quizzes, instructor moderated discussions, and a final project to practice what you've learned in a real-world context.
- Opportunities for collaboration and networking with fellow students, both during, and after your courses.
- Course materials available 24/7 during the two-week course, and a third week to review the content.
- Plan to spend 3-5 hours per week, on each course.

## Who Should Enroll?

- HR Managers
- HR Directors/Supervisors

## Eligibility

- Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognized university (UGC/AICTE/DEC/AIU/State Government) in any discipline
- Proficiency in English, spoken & written, is mandatory

# Syllabus

## **1. Human Resources Leadership (ILRHR551)**

Develop strategies that improve strategic, ethical, legal, and financial outcomes for your organization. Manage the complexities of interpersonal dynamics at the most senior levels to nurture strong leaders.

- Learn how to provide value to leaders by supporting and advising them as they execute their strategy
- Discover how to become a leader in the unique position that the HR function occupies

## **2. Aligning HR Strategy with Organizational Strategy (ILRHR552)**

Create a vertical-alignment strategy to improve decision making, people outcomes, processes, and profits. Align HR functions with the organization to execute strategies.

- Use the Balanced Scorecard approach to align the HR system with organizational objectives
- Use the correct skills required to plan and assess HR systems and practices

## **3. Diversity and Inclusion in Practice for HR (ILRHR553)**

Diversity and Inclusion has shifted from “counting the numbers” to “making the numbers count.” This course describes the shift from diversity to inclusion and how to assess the three levels of inclusion for an organization.

- Understand & describe best practices for assessing the effectiveness of inclusion initiatives
- Analyze the three sources of inclusion in a workplace (organizational, work group, and immediate supervisor)

## **4. Getting Results through Talent Management (ILRHR554)**

Learn ways to address talent management challenges and how to create and enhance your talent management system to ensure that your organization is properly staffed.

- Assess your organization’s approach to managing talent and its alignment with overall business strategy
- Devise strategies for developing, engaging, and retaining key talent as well as how to measure the effectiveness of individual talent programs

## **5. Strategic Talent Analytics (ILRHR582)**

This course focuses on building analytical acumen and taking a strategic view of talent analytics. Using a framework presented in this course, students will examine outcomes and drivers throughout an organization to assess strategic needs.

- Align HR analytics to support larger organizational needs, including linkage of HR data to business outcomes
- Assess and enhance your organization’s maturity around HR analytics

## 6. Strategic Engagement (ILRHR556)

Learn the difference between an average, generic engagement effort and one that has the potential to drive superior organizational performance through a research-based learning experience.

- Audit your organization's current relevant practices
- Outline a plan for gathering meaningful engagement data and interpreting it so that you can drive organizational change

## Faculty



### Christopher Collins

**Associate Professor, Cornell ILR School**

Christopher J. Collins is an Associate Professor of Human Resource Management and Director of CAHRS in the ILR School at Cornell University. He earned his Ph.D. in Organizational Behavior and Human Resources from the Robert H. Smith School of Business at the University of Maryland. Dr. Collins' teaches, conducts research, and does consulting in the areas of strategic human resource management, the role of HR practices and leadership in driving employee engagement, and the role of HR in driving firm innovation and knowledge creation.



### Lisa Nishii

**Associate Professor, Cornell ILR School**

Lisa Nishii joined the faculty of the Human Resource Studies department at the ILR School, Cornell University after receiving her Ph.D. and M.A. in Organizational Psychology from the University of Maryland, and a B.A. in economics from Wellesley College.

Nishii is an expert on inclusion in organizations. Her research focuses on the confluence of organizational practices, leadership behaviors, and climate for inclusion on individual and group-level outcomes.



### Brad Bell

**Professor, Cornell ILR School**

Bradford S. Bell is an Associate Professor of Human Resource Studies and Director of Human Capital Development and Executive Education in the School of Industrial and Labor Relations at Cornell University. He received his B.A. in Psychology from the University of Maryland at College Park and his M.A. and Ph.D. in Industrial and Organizational Psychology from Michigan State University. Dr. Bell teaches courses in Human Resource Management, Training and Development, and Work Groups and Teams to graduate and undergraduate students.

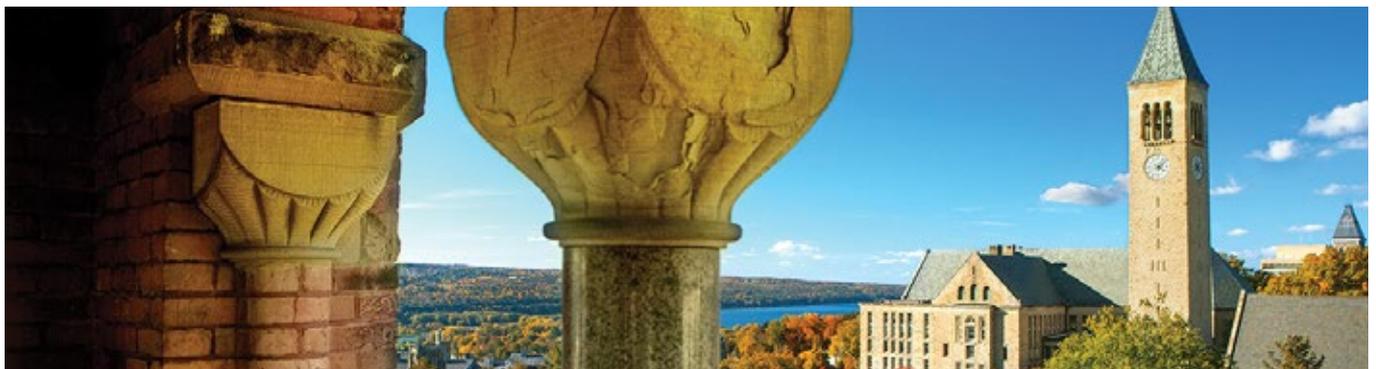


## **John Hausknecht**

**Associate Professor, Cornell ILR School**

John Hausknecht is an associate professor of human resource studies at Cornell University. He earned his Ph.D. in 2003 from Penn State University with a major in industrial/organizational psychology and minor in management. He received the 2004 S. Rains Wallace Award for the best dissertation in the field of industrial/organizational psychology.

Professor Hausknecht teaches undergraduate and graduate-level courses on human resource management, staffing organizations, and HR analytics. He received the ILR School's MacIntyre award for exemplary teaching in 2008. Prior to academia, he worked as a consultant to Fortune 500 firms in the areas of leadership assessment, talent management, and organizational change.



## **About eCornell**

As Cornell University's online learning unit, eCornell delivers online professional certificate programs to individuals and organizations around the world. Courses are personally developed by Cornell faculty with expertise in a wide range of topics, including hospitality, leadership and management, marketing, human resources, technology, and data analytics. Students learn in an interactive, small-class format to gain skills they can immediately apply in their organizations. eCornell has offered online learning courses and certificate programs for 18 years to over 150,000 students at more than 2,000 companies.

## **Program Details**

**Duration:** 3 months

**Program Fee:** INR 1,50,000 + GST

**No. of Courses:** 6

**Effort:** 3-5 hours per week

**Format:** 100% online

**Model:** Instructor-led

## Additional Value-Adds for Indian Participants

The SHRL program is tailor-made for practicing Managers, with key functional models and their application as cases, specially curated for the Indian Business scenario. The courses within the program follow a result-oriented and practical approach, delving into real-world examples and exercises.

### Module 1

- 1 **Concept:** Strategic Hiring - Beyond Resumes: Marriott Using Gamification to Recruit Top Talent in Hospitality
- 2 **In Practice:** Strategic Human Resource Management - Infosys
- 3 **Leadership Arena:** Hiring a Newtonian
- 4 **Simulation:** HR Strategy and Business Acumen

### Module 2

- 1 **Concept:** Diversity - Citibank India's efforts at Talent Retention and attaining Gender diversity
- 2 **In Practice:** Organizational Redesign - Vodafone Idea Limited
- 3 **Leadership Arena:** iGATE and the CEO: A breach of agreement
- 4 **Simulation:** Organizational Design: Changing Structures

### Module 3

- 1 **Concept:** Industrial Relations - IR Problems at Toyota Kirloskar Motor Private Limited
- 2 **In Practice:** Succession planning failure - Cyrus Mistry's Exit as Chairman of Tata Group
- 3 **Leadership Arena:** Saying what needs to be said
- 4 **Simulation:** Judgment in a Crisis

## Key Highlights

- 16+ hours of Live and Interactive sessions by c-suite practitioners
- Learn through contemporary and relevant case studies in the Indian Industry
- Gain a deeper understanding of leadership experience in India through Leadership Arena
- Peer learning through live discussions, group assignments and concept simulations

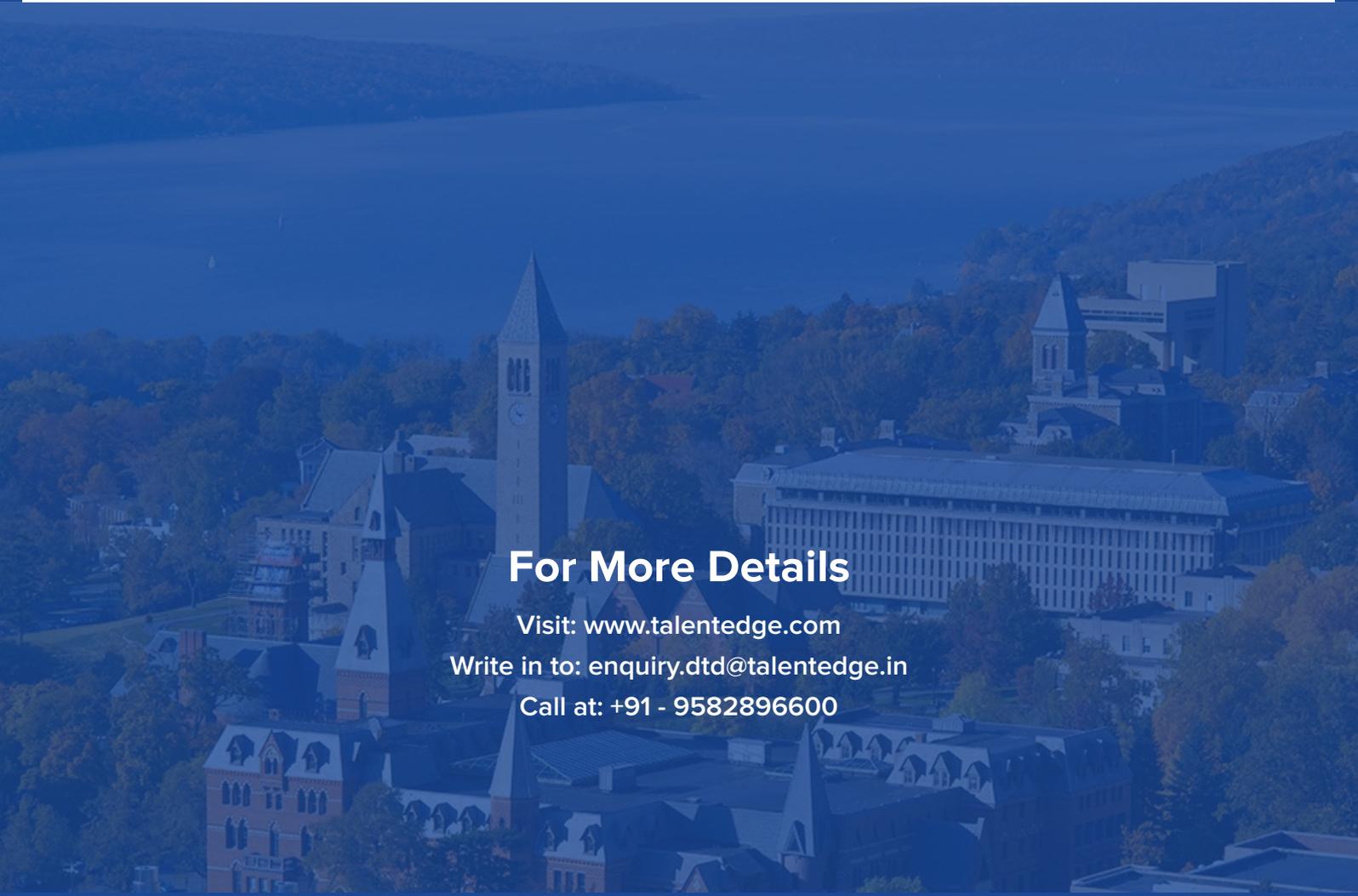
## Delivery Methodology

- **Home Read (A Pre-requisite)**

Content will be shared a week in advance for the learners to pre-read the modules before the sessions begin. Each batch starts with a pre-test, and the scores published in real-time. Practitioner time is utilized in ensuring 100% concept clarity. Each session ends with a post-test to assess real-time improvement.

- **Virtual Delivery**

All sessions will be conducted in a synchronous mode over Talentedge platform.



## For More Details

Visit: [www.talentedge.com](http://www.talentedge.com)

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