

IMI

Irish Management Institute



The IMI Diploma in Strategic Human Resource Management

Transforming the way you work



www.imi.ie





“The programme has opened many new avenues for me. It has equipped me with the strategic tools that will enable me to take my business to the next level. The tutors and participants on this programme were excellent. We shared the knowledge and learning together. I believe that this programme is a must for managers or would be managers dealing with people in all circumstances”.

Billy Walsh

Head Coach

Irish Amateur Boxing Association

Design, build and manage a human organisation that will execute your business strategy. The programme focuses on enabling a high performance culture, leading change and creating high engagement work practices.

Who This Programme Is For

- Directors and managers who wish to develop their capability to design, build and implement a high performance human organisation that will dominate their marketplace
- Experienced HR specialists/managers who wish to develop the competence required to lead the Human Resource Function at Executive Team Level
- Managers who have responsibility for leading and implementing change
- Owner managers in SMEs

Programme Outcomes

By completing the Diploma in Strategic Human Resource Management, you will:

- Establish how leadership and HR processes drive human behaviour and business results
- Diagnose the functional and dysfunctional elements of your organisation's culture and put plans in place to extinguish the dysfunctionalities
- Define the culture required to execute your business strategy
- Architect the human organisation that will efficiently deliver your business strategy
- Build a world class performance management process
- Design a total reward system for your organisation
- Understand how to effectively execute 'fast' culture change
- Create a process for attracting, selecting, inducting, managing, developing and stretching talent
- Negotiate with competence
- Enhance your capability as a contributor to your organisation's management team
- Structure and build the competence of your HR function
- Broaden and deepen your managerial and HR expertise
- Enhance your business qualifications
- Widen your professional network

Meet the Programme Directors

Fergus Barry



Visit www.imi.ie to watch an introduction video for the Diploma in Strategic Human Resource Management programme.

Programme Duration:

The programme runs over 7 x 3 day modules from November 2010 to May 2011. Classes run from 9am to 5pm each day. All teaching is held in the IMI's National Management Campus in Sandyford.

Programme Dates:

15, 16, 17 November 2011
13, 14, 15 December
10, 11, 12 January 2012
7, 8, 9 February
6, 7, 8 March
3, 4, 5 April
1, 2, 3 May

Programme Content

Content outlined here is indicative and may change prior to the programme.

MODULE 01

'Building Competitive Advantage through People'

Strategic Human Resource Management

- The Human Organisation as Competitive Advantage
- The Concept and Philosophy of SHRM
- Designing a Structure for High Performance
- Building a HR Strategy
- The Strategic HR Professional/Internal Consultant

MODULE 02

'Building High Performance People/Teams and Organisations'

Managing Performance

- Planning and contracting for high performance
- Process and techniques for giving assertive feedback and positive coaching
- Reviewing and assessing performance
- Recognition and reward processes that incentivise high performance
- Managing marginal performers/ providing consequences

MODULE 03

'Fast Culture Change'

Leading Change

- Diagnosing current state
- Architecting the New Organisation
- Creating momentum
- Overcoming resistance/resistors
- Evolving and accelerating change
- Making the new structure perform with build in adaptive capabilities

Entry Requirements

Participants are required to provide evidence of relevant work-based learning at a management level and/or should hold a relevant academic qualification at primary degree level.

Accreditation

Successful participants will be awarded the IMI Diploma in Strategic Human Resource Management. This qualification is accredited and awarded by University College Cork - National University of Ireland. The IMI Diploma in Strategic Human Resource Management is academically equivalent to a Postgraduate Certificate (level 9) Minor Award on the National Framework of Qualifications. By completing this IMI Diploma, you will also earn one-third of the credits required to be awarded the IMI Master of Business qualification [see page 9]

Assignments and Workload

To attain the IMI Diploma in Strategic Human Resource Management, participants are assessed in each of the main subject areas via a mixture of practical assignments. This programme involves no examinations - instead the emphasis throughout is on the practical application of knowledge to benefit you and your organisation. Assessment workload is spread across the year to allow you combine learning with work and life demands. In order to accelerate learning, between modules participants are expected to complete assigned pre-reading from texts and articles.

Pricing and Payment Options

For 2011 the IMI is offering special promotional rates and innovative payment options that make our programmes more accessible than ever.

	2011 Pricing	2011 Promotional Rate for IMI member companies and Irish SMEs
IMI Diploma in Strategic Human Resource Management	€11,990	€7,750

MODULE 04

'New competencies for the new performance professional/crafting high performance'

Organisational Development/Internal Performance Consultant

- Engaging employees and delivering a high commitment organisation
- Diagnosing and improving the climate
- Competence frameworks as an integrative HR management tool

MODULE 05

Attracting, selecting, testing, stretching and developing people that make a real difference'

Talent Management

- Building and using power
- Building an employer and leadership brand
- Building a talent competency framework
- Selecting and testing talent
- Stretching and appraising talent
- Building talent pools and bench-strength
- Developing talent

MODULE 06

'Creating and maintaining High Engagement'

Engaging People

- Building a high engagement management and HR system
- Diagnosing and benchmarking engagement levels
- Analytics/tools for improving engagement
- Interventions to improve engagement
- Evaluating effects of engagement on real performance outcomes

MODULE 07

'Real World Performance Challenges'

HR Practice Challenges

- Fixing the Top Team (power and politics)
- Acquisition due diligence and integration
- Managing cross cultures
- Managing new age organisation forms
- Employment Law - Cutting edge challenges and trends
- Employee Relations - Cutting edge challenges and trends

IMI prices are **inclusive** of core text books, meals, parking at the National Management Campus. These prices are only guaranteed for the 2011 intake of the IMI Diploma in Strategic Human Resource Management.

We offer all our programme participants a **10% discount on double rooms** at the IMI Residence on-campus.

Organisations that purchase several Diploma places in any calendar year may be eligible for **MoB Corporate Partnership**. By becoming an MoB Corporate Partner, your organisation can avail of considerable additional price discounts and other benefits. For more information on IMI pricing, financing options and MoB Corporate Partnership, contact the team at **1800 22 33 88** or email programmeadvisors@imi.ie

Monthly Payments

Pay for your Diploma by monthly payments spread over the duration of the programme. Terms and conditions apply

IMI Staged Payments

Pay for **60%** of your course in advance of its commencement, and pay the **40%** balance by January 9th 2012. This option does not carry interest. Terms and conditions apply

Loan Packages

Short term loan packages are now available to facilitate payment for MoB programmes. Eligibility for these loans will be determined by our financial partner.

For more information on these financing options, contact the team at **1800 22 33 88** or email: programmeadvisors@imi.ie



IMI Alumni Network Stay Connected

Our Alumni Network provides continued support to graduates after they have completed their programme with us. It aims to help them transfer their learning back into the workplace and to offer career guidance and personal development opportunities. It's also a great way to stay in touch with classmates, make new contacts and keep up to date with activities at the IMI.

To find out more visit www.imi.ie



Participant Testimonials

Hear what past participants have to say about their experience of undertaking the IMI Diploma in Strategic Human Resource Management on our website - www.imi.ie

“In November 2009, I was unsure if I was making the right course choice. However, having completed the Strategic HRM Diploma I am truly amazed at the breadth and depth of knowledge that I have gained and the fact that it was delivered in such a focused way. Strategic HRM is truly cutting edge and an essential tool for any business, whether your business is in a period of decline or growth, HR professionals or business owners will benefit from this programme.”

Sarah Jane Barrett

Lexcell Management Consultants

“The way in which people are managed, motivated and deployed, are key to shaping a company’s business strategy. This programme has enabled & highlighted the tools required for a planned and coherent framework, which reflects Car Trawler’s business strategy. I thoroughly enjoyed the programme, with excellent lecturers, leading a diverse group of highly motivated students, creating an atmosphere of higher learning. I encourage anyone seeking self improvement and career enhancement to enrol in the Diploma in Strategic HRM.”

Gillian French

Director of Operations
CarTrawler

“The Diploma in Strategic HRM provides any HR executive with a comprehensive set of tools, techniques and models to formulate and implement an effective HR strategy. Together with the high quality of speakers, lecturers and blend of theory and practice this Diploma significantly enhances the skills and competencies of HR at a strategic level within the organisation.”

Mark Rogers

Human Resources Manager
(Operations)
Danone Ireland





Class Diversity & Networking

Each year the Diploma in Strategic Human Resource Management attracts a diverse cohort of experienced HR managers from a wide range of industries and backgrounds who are intently focused on broadening their knowledge and developing their skills. Throughout the year you will work closely with your class colleagues; you will leave the programme with a valuable network of business contacts and friends.



Unique Faculty

IMI faculty have a unique blend of academic qualifications and real world business acumen. This combines with their unrivalled business experience working with practicing managers to create a truly dynamic classroom experience. Faculty include thought leaders from the US, UK and the worlds of business, academia and sport.



Proven techniques for re-engaging the workforce

The programme focuses directly on developing techniques for addressing workforce engagement in the challenging contemporary environment.



Cutting edge toolkit for delivering change

A key takeaway from the Diploma is a cutting edge, proven toolkit of frameworks, models and techniques to enable you develop:

- a change strategy
- a communications strategy
- an implementation plan



A process and toolkit to repower your managers to assertively lead their teams and build high performance

The programme philosophy is based upon empowering managers to lead their organisations as positive coaches and assertive managers.



Build a world class HR strategy for your organisation

Over the duration of the programme you will build a comprehensive HR strategy.



Action Learning

IMI's teaching methods feature intensively practical classroom exercises and group activities designed to accelerate the transfer of learning back to the workplace.



SHRM case analysis

Real-life human resources case studies relating to major programme themes will be regularly analysed in class. These will include analysis of human resource challenges in a variety of Irish and multinational contexts – bringing major issues to the fore in robust classroom debate.

Diploma in Strategic Human Resource Management Programme Features

What is the Master of Business?

The Master of Business is based around a framework of seven twenty-one day IMI Diploma programmes.

By completing any two IMI Diplomas and a Business Research Project within a five year timeframe, you will earn 90 credits (the national standard for a Masters Qualification) and will be conferred the title 'Master of Business'.

The Master of Business and its constituent IMI Diplomas are accredited and awarded by University College Cork - National University of Ireland, Cork.



How does it work?

Step 1: Successfully complete any one of the IMI's suite of Diploma programmes.

Step 2: Successfully complete a second IMI Diploma of your choosing.

Step 3: Successfully complete an IMI Business Research Project.

...And you're there!

To learn more about the IMI's Master of Business, and for information on the IMI's MoB-linked Diploma programmes and the Business Research Project, contact the team at programmeadvisors@imi.ie

Timeframe

A key feature of the Master of Business (MoB) is its flexible timeframe, which allows you to tailor your participation around work/life demands. Whereas each of the three MoB steps takes approximately seven months to complete, you have a five year 'window' within which to complete all three steps and attain the MoB.

Therefore, depending on your preference, you can complete the MoB within two years, or in up to five years.

The MoB philosophy

Unlike traditional MBAs and Business Masters, the IMI's MoB is driven by an intensely practical, action learning philosophy.

Throughout the MoB, classroom learning is applied to real-life business challenges

via exercises, group work, case studies and projects that centre on both your day-to-day work and the challenges currently facing your organisation. Both you and your organisation will derive genuine real-world benefit from your participation.

Who is eligible?

All IMI Diploma participants are eligible to undertake the MoB. Individuals who have level-9 credits earned from other institutions or who have completed an IMI Diploma prior to October 2008 may be eligible to progress automatically to the second year of the MoB.

Contact programmeadvisors@imi.ie to clarify your status.



Business School Rankings 2011

IMI is the only Irish business school to be ranked globally for the provision of customised executive education by the Financial Times.



Join IMI

IMI is Ireland's only professional body dedicated to promoting the highest standards of management and leadership excellence. Our network is for corporate and individual members who want to improve their own and their organisations' performance through excellence in management and offers a wide range of business and learning services to members.



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expertise you can put into practice

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