



# Professional Diploma in Strategic Human Resource Management



Companies with a highly engaged workforce will have:

- 21% Higher Profitability
- 40% Fewer Quality Defects
- 17% More Effective Employees

# Build a high performance culture

**As global competition for talent intensifies, visionary companies are increasing their investment in people strategy as a critical pillar for growth and performance. Without the ability to attract, retain and develop the best people, organisations risk being left behind.**

The Professional Diploma in Strategic Human Resource Management will support you in designing, building and managing an organisation that will execute your business strategy.

#### **This programme is for you if:**

- › You are a leader who wishes to design, build and implement a high-performance and engaged organisation that will dominate your marketplace.
- › You are an experienced HR professional who wishes to develop the competence required to lead the human resource function at executive team level.
- › You are a manager who is responsible for leading and implementing change.
- › You are an owner or manager of an SME.



#### **A Graduate's View:**

// The Professional Diploma in Strategic Human Resource Management provided me with the essential knowledge and tools to support, engage with and guide Enterprise Ireland client companies on organisational development agenda. //

Karen Hernández, Senior Executive, Client Management Development  
Enterprise Ireland



## Programme Themes:

- 1 Strategic Human Resource Management**
  - › Explore how to apply strategic human resource management concepts to your organisation.
  - › Discover how to design and build a HR structure and strategy for high performance.
- 2 Organisational Development**
  - › Enhance your ability to engage staff and act as a strategic internal consultant for your organisation.
  - › Learn about competency frameworks and how they can be used as an integrative HR management tool.
  - › Build a high-commitment organisation.
- 3 Managing Performance**
  - › Gain insights into the processes and techniques for giving assertive feedback and positive coaching.
  - › Develop reward and recognition processes that incentivise high performance.
- 4 Talent Management**
  - › Build an employer and leadership brand.
  - › Develop a talent competency framework and learn how to effectively stretch and appraise talent.
  - › Explore how to build talent pools and increase bench strength.
- 5 Leading Change**
  - › Diagnose the current state of your organisation and its change abilities, identifying and overcoming resistors to change.
  - › Build the 'New Organisation' and create a new structure to perform with built-in adaptive capabilities.
- 6 Engaging People**
  - › Building a high engagement management and HR system.
  - › Diagnose and benchmark engagement levels, using proven analytics/tools for improving engagement.
  - › Evaluate effects of engagement on real performance outcomes.

## Professional Diploma in Strategic HRM

## This programme will equip you to:



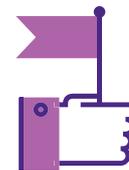
Build a people-focused organisation that will deliver your business strategy.



Understand how to practically and effectively deliver cultural change.



Diagnose the functional and dysfunctional elements of your organisation's culture and put plans in place to eliminate the dysfunction.



Build a best-in-class performance management process and design a total reward system for your organisation.

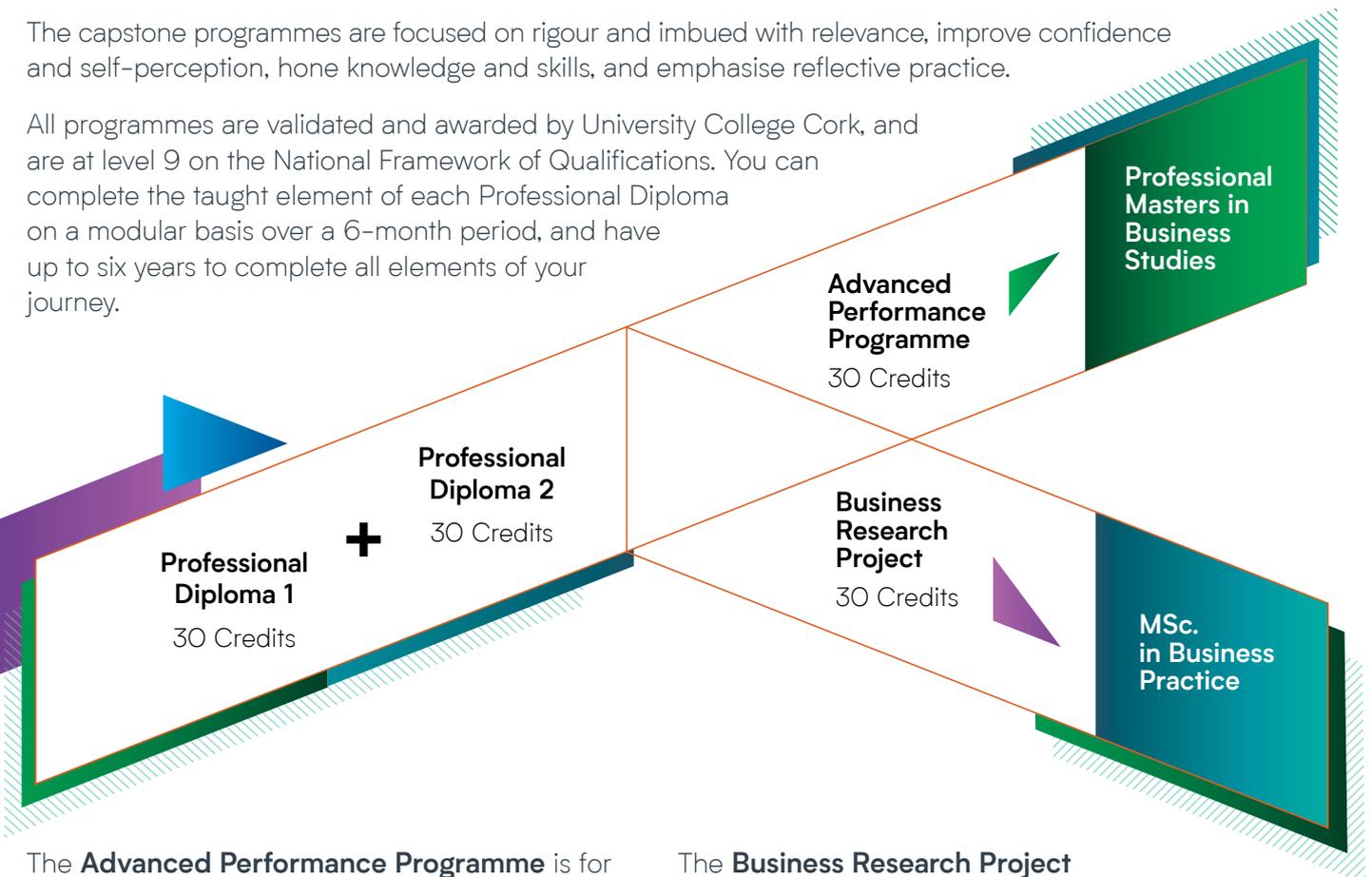
# Master of Business Framework

The Master of Business gives you the flexibility to choose the subjects that are right for your needs, while building up to a Masters Degree qualification. Each element of your journey promises to be an energising learning experience leading to a world class qualification.

There are two pathways you can take to achieve your Masters qualification with IMI. Both pathways require you to complete two Professional Diplomas before choosing a final capstone programme to bring your learning together in an integrative experience, that will positively impact your professional career and your organisation.

The capstone programmes are focused on rigour and imbued with relevance, improve confidence and self-perception, hone knowledge and skills, and emphasise reflective practice.

All programmes are validated and awarded by University College Cork, and are at level 9 on the National Framework of Qualifications. You can complete the taught element of each Professional Diploma on a modular basis over a 6-month period, and have up to six years to complete all elements of your journey.



The **Advanced Performance Programme** is for professionals who want to bring their leadership capabilities to a new level. Through a blended focus on the environment, the organisation, and the individual, the APP serves to synthesise the learning outcomes of your IMI journey. Designed and delivered in partnership with Cork University Business School, this pathway will lead to a Professional Masters in Business Studies, Ireland's first Professional Masters of its kind.

The **Business Research Project** is for those professionals who want to address a complex business challenge and execute a strategy or develop a strategic response that could change the future of their organisation. This pathway will lead to a MSc. in Business Practice award.

# Programme Delivery

Our High Impact Transformation learning approach lies at the core of all IMI programmes, meaning these sessions are always interactive, engaging and experiential.

Action and experiential learning — doing and reflecting — is a highly effective leadership and team development technique, which you will find enjoyable, challenging and in many cases transformational.



**Pedro Angulo**  
Programme Director

## Autumn 2021

Facilitated Workshops

- 1) 20, 21 & 22 October 2021
- 2) 17, 18 & 19 November 2021
- 3) 15, 16 & 17 December 2021
- 4) 26, 27 & 28 January 2022
- 5) 23, 24 & 25 February 2022
- 6) 23, 24 & 25 March 2022



### Autumn delivery:

The health and wellbeing of our participants, faculty and staff remains our priority and we have implemented a range of safety measures to continue to adhere to government guidelines.

For this Autumn, our intent is to return to a blended delivery format with a mix of on-site classroom experience and part or wholly online via the IMI Virtual Learning Environment. The balance of in person workshops and online delivery will be informed by government guidelines and from surveying intending participants, and may also vary according to the programme.

We will update this message on a regular basis as new information is made available.

Pedro is an Organisational Effectiveness Business Partner in AIB and Chairperson of the Irish EMCC (European Mentoring and Coaching Council). He has previously worked in senior management roles in Prospectus Strategy Consultants, Penna HR Consulting, Deloitte, IBM Business Consulting Services, PricewaterhouseCoopers and eircom. He has led the design and implementation of large-scale change and human resources interventions with both national and international clients, in the public and private sectors. His areas of expertise include Business Strategy, Organisational Behaviour, Strategic HRM, Managing People and Change Management at undergraduate, postgraduate and executive levels.

#### Price:

|                   |        |
|-------------------|--------|
| Corporate Member: | €8,390 |
| SME:              | €9,190 |
| Non-Member:       | €9,990 |

For more information, please contact our programme advisors at [programmeadvisors@imi.ie](mailto:programmeadvisors@imi.ie).



# Participant information

## Entry Requirements

A candidate's eligibility for each programme will be determined by a combination of their academic qualifications and/or relevant professional experience. Each applicant will be required to complete the IMI "Portfolio of Learning" application form. A primary degree from a recognised third-level institution (NFQ level 8), with a minimum classification of Second Class Honours, will typically be required with five years relevant work experience, at least 3 of which must be at managerial level, however, prior workplace learning will be recognised where applicants do not meet the academic requirement.

This experience may come from a general business or organisational background, or experience working at a management level or in the area specifically related to the Diploma.

Each candidate will meet with the Programme Directors, who will interview applicants in person virtually or physically. The IMI Office of the Registrar will oversee all applications, and the final decision on any application shall remain with the Registrar.

All applicants whose first language is not English will be required to show evidence of the successful completion of an IELTS or TOEFL test. The English language requirement for this programme is an IELTS score of 6.5 with a minimum of 6.0 in each individual section or equivalent.

\*Programmes scheduled subject to cohort size.

## Validation

Each Professional Diploma is awarded by University College Cork and is at level 9 on the National Framework of Qualifications.

## Assignments and Workload

To earn a Masters Degree or Professional Diploma, participants will be assessed through a variety of practical assignments. Programmes will have no examinations; instead, the emphasis throughout is on the practical application of knowledge to benefit you and your organisation. Assessment workload extends across the programme to allow you to combine your learning with your work and life demands.

## Paperless policy

Brochures and course materials will exclusively be available to participants on our immersive Virtual Learning Environment. By adopting a paperless approach, IMI and our participants are reducing our carbon footprint and doing our bit for the planet. IMI's mission is to equip leaders to build the future. We are mindful that this future depends on organisations finding creative ways to sustainably deliver performance, both sustainability in the human performance of organisations and in how we use the planet's resources.



**Executive Education**  
Ranking 2020