

Diversity Management

“THE NEW HR PARADIGM”

Venue : Mumbai

Date : 27th & 28th July 2017



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Preamble

Proactively responding to the chaotic business environment has become an absolute necessity for companies in the contemporary business era. The new business world offers challenges as well as opportunities. People-centric management is seen at the heart of business strategy by leading companies for confronting the changed realities in the chaotic business environment. There is a constant focus on moving away from the present way of thinking and doing to adopting the most modern ways of working. That helps improve the deliverables of line as well as human resource (HR) managers. Attempts are being made towards knitting customers' expectations to changing employees' mental maps, attitudes and behaviors, leading to strategy-linked organizational performance excellence.

This management development program will facilitate sensitizing line as well as HR professionals in grasping the emergent HR paradigm. This thinking is rooted in latest research at the global level that links attaining new heights in competitive excellence with adopting new strategies for managing the human resource.

Programme Objective

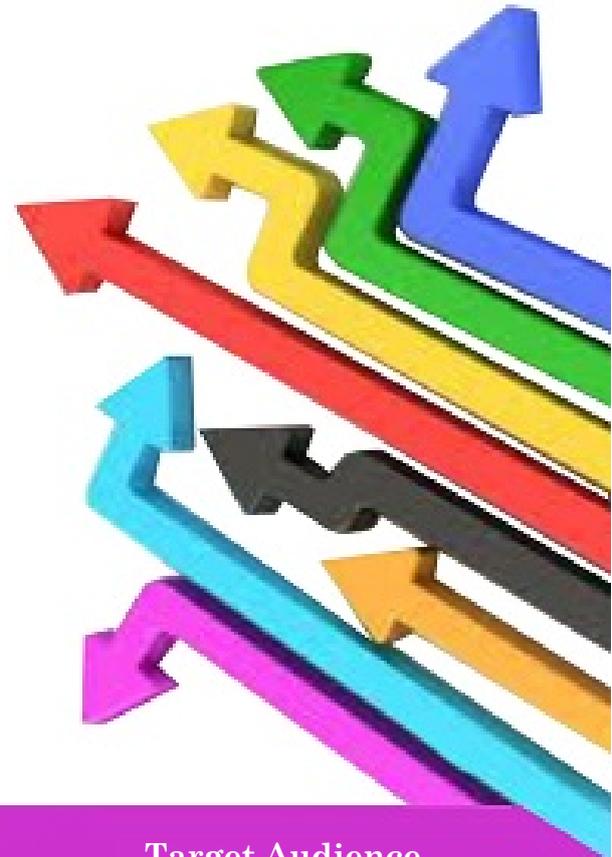
The key general objective of this Program is to enable the participants analyze the latest thinking in human resource management (HRM) for marching towards global standard. A new HRM philosophy is being used by these organizations to attain competitive advantage. Specifically, the programme is aimed at attaining the following objectives:

- Analyzing emerging models of HRM and implications of applying these models in different organizations.
- Analysing different change models and understanding their implications in Indian context
- Promoting change through building an empowerment model reflecting employee care, employee involvement, and employee engagement.
- Selecting appropriate HRM interventions that help produce the requisite behavioral change among employees so as to promote a high performance work system.



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Target Audience.

The program is designed for:

- Middle and senior-level Line Managers
- HR Managers,
- Functional Executives
- Department and Section Heads from Private, Public and Multi-National Corporations (MNCs) who are concerned about updating their knowledge, styles and skills for people management and developing appropriate HR systems as per needs of the changing business environment.

Methodology

The learning methodology will include:

- Presentations by the facilitator; experience sharing; live case discussions
- Exercises
- Video films analyses.
- Select background readings and group-work will supplement these learning techniques.

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Contents

Registration will begin at 8:30 am with tea & Snacks.
The course will commence from 9:00am to 17:30pm both the days.
Two Refreshments & Lunch will be served on both the days.

Specifically, the program will focus on the following areas of new HRM:

- Latest developments in the area of HRM at the global level
- Building a conceptual framework of a model of high performance in view of the changing contextual realities and the emerging people-management thinking
- Leading change through appropriate combination of soft and hard HR interventions
- Facilitating people engagement by promoting an employee-centric culture
- Aligning HR interventions with organizational needs and goals.



Contents Covered in two Days | Session-wise:

Session 1 (Three hours) : **New Business Environment and Imperatives of managing change through Proactive HRM**

Critical factors for business success in today's chaotic environment and their challenges—Three alternative HR strategy models to respond to these challenges: 1. Instrumentalist HR model; 2. Empowerment HR Model; and 3. Resource-based-view HR model—Application of these models in Indian context—Some hard and soft strategic HR themes and their utility—Six different models of change in organizations: Kurt Lewin's change; Organization development model; Action research model; John Kotter's change model; Appreciative Inquiry; and Open-space technology approach--The uses of different models and their implications in Indian context

Session 2 (Three hours) : **Building joyfulness and employee engagement for effecting strategic Change**

Need for building High Performing Work Systems through meeting the needs of talent and gold-collar workers—How the concept of employee engagement is different from satisfaction, motivation, and commitment—Gallop's employee engagement model and its implication for organizations in Indian context—Building a 'best companies to work for' and its impact on organizational performance: Research evidence from the developed and developing worlds—The state of employee engagement across countries—Factors impacting employee engagement—Building a psychological contract through employee engagement connect—Some global and Indian companies which have made a mark in employee engagement

Session 3 (Three hours) : **Promoting Strategic Change through Transformational Leadership:**

Analyzing the role of some great leaders in the history of corporate transformations—Balancing task and people needs: A challenge for all managers—Building employee cooperation and collaboration as essential aspects of leadership—Transformational leadership theory: The most modern concept of leadership as developed by leadership theorists: James Burn (1979) and B. Bass (1985)—The seven stages of the full transformational Leaders theory—Promoting transformational leaders as a way of corporate life for enlightened organizations

Session 4 (Three hours) : **Aligning Strategic HR interventions with Business strategy for promoting change: Building Conducive Cultures, Behaviours and Capabilities.**

Dynamics of strategy execution and corporate success—Role of HR in strategy execution process: Building corporate intangibles through HR architecture—Strategy revision and aligning HR strategy with imperatives of change management—Steps in the linkage process: Mapping trends in the market; Sources of competitive advantage; Cultural capabilities needed for strategic change; managing the 'noise' in the change process; Identifying key HR practices through top stakeholders involvement; Developing an implementation plan; Measuring the results of strategic change

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Course Trainer

Dr. Debi S. SAINI was till recently Professor of HRM at MDI, Gurgaon. He has been certified as a Global Professional in HR (GPHR) by the SHRM, USA. He has been the First I K Brunel fellow at Portsmouth Business School, UK (2016); a visiting professor in Aarhus School of Business, Denmark for 7 years till August 2016; and a visiting professor in business schools in France and Dubai. Presently, he teaches as a guest faculty at three IIMs: Lucknow, Ranchi, and Kashipur; He has edited or authored seven books; and has authored 88 papers/book chapters/management cases, and 152 book reviews. His research has been published, among others, in some high impact-factor global business journals, including: Human Resource Management (Michigan), Journal of World Business (Columbia), and Journal of Organizational Change Mgt. (UK).

His areas of special interest include: Strategic HRM; Diversity Management; Cooperative employee relations; and Labour Law & Society. He has delivered MDPs for executive directors, civil servants, and senior and middle corporate managers in these areas. Five of Dr. Saini's management cases are being sold by Harvard Business Publishing online; one of which is in the 'Most Popular' category and has also been translated in Spanish language.

Dr. Saini has advised two global CEOs on Indian culture and work realities (YKK, Japan; and Vitas Inc., USA); and has done consulting assignments for ILO, GTZ (Germany), and many Indian companies, in areas of his expertise. He is widely travelled mostly in connection with academic work. He has been a keynote speaker in three global conferences in UK, Italy and Sri Lanka; and an invited speaker in three SHRM conferences held in Los Angeles (2007), San Diego (2010), and Las Vegas (2011).

He has been participating in Advanced Management Programs (AMPs) and Senior Management Programs (SMPs) in MDI, which are meant for general managers and board-level managerial personnel. Among others, he did 2-day MDPs in batches for all 147 managers at a plant of a large automobile company. Dr. Saini's awards, among others, include: "Best Professor of HRM" by CMO Asia in Singapore 2013; "The Best researcher of MDI, 2005"; "The Best HR Faculty" by Amity University, NOIDA, 2007, and "Best Professor of MDI by PGHR 2010 (students' Choice).

We at **Exalt Communication Infomedia** would like to thank everyone who has helped with the research and organisation of this Course, particularly the trainer for his support and commitment.

Business Opportunities

A limited amount of sponsorship opportunities are available for this Programme. These include, but are not limited to opportunity to present case studies, exhibit, host networking functions, and benefit from the extensive branding and marketing exposure generated throughout the lifecycle of the event.

For further information

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Learning outcome

On completion of the program, the participants are expected to have developed the following knowledge, skills and competencies:

- A comprehensive understanding of linkages between HR issues and the changing business realities
- Ability to appreciate how far contemporary HRM paradigm has deviated from the traditional HRM thinking
- Using different soft and hard HR interventions for building a responsive organizational culture
- Knowledge of innovative HR interventions to promote employees' acceptance of change through individual dignity, fun, employee engagement, and developing a sense of organizational justice
- Ability to nurture and develop transformational leadership in the organization
- Ability to develop appropriate people management policies that complement the realization of business needs.

We realise that the Participants would be investing their time and money to attend this program. We therefore assume that the participants would be committed to actively participating and benefiting from the program. We urge all participants to completely switch off their cell phones and use them during the breaks.

