

# Human Capital

Certificate of Advanced Studies (CAS)  
*Zertifikatslehrgang (ZLG)*

## International Human Resource Management

Daten 2007/2008

3./10./17./24. September, 1./8./22./29. October,  
5./12./19./26. November, 3. December, 14./21./28. January,  
4. February



This Certificate of Advanced Studies program  
can be credited to degree requirements for the  
Master of Advanced Studies (MAS) in Human Capital Management

# HR Management across borders

## HR Management is International

Managing people in international business is significantly more complex, varied and demanding than when operating in one country. This impacts both large and small Swiss companies with subsidiaries in other countries, as well as those companies without units abroad who are represented by local agents or business partners.

In Swiss country organizations of multinational companies, management must deal daily with issues of international people management. Even purely domestic companies which recruit and source materials abroad are impacted by cross border people issues.

The Certificate of Advanced Studies program International Human Resource Management examines approaches for effectively hiring, retaining, developing, motivating and deploying people to achieve businesses results when operating across geographical boundaries.

Companies increasingly operate in an interconnected world, and well-qualified people remain a crucial source of sustainable competitive advantage. In this context, the fundamental challenges of international human resource management are to:

- Identify and develop people who, although they were raised in one culture, can effectively interact with and manage people from one or more different cultures.
- Develop, implement and maintain effective and consistent human resource policies and practices in each of the business environments in which the employer operates.
- Implement and deliver on corporate strategy and operating plans in diverse environments with people of diverse backgrounds.

## International Human Capital

From a Human Capital Management perspective, companies must create sustainable value-added by actively creating the conditions necessary to persuade employees – at home and abroad – to invest their personal capital – in terms of knowledge, skills, energy and enthusiasm – in the success of the organization. It represents an essential on-going management and development process.

For companies operating internationally, this challenging process becomes even more complex. The international Human Resource executives and specialists play a key role in enabling the company to create effective forms of employee engagement throughout all of the global “people management” tasks which are effective in a variety of cultural, social, business, and economic settings.

## Participants

- Senior Human Resource executives and specialists in companies operating internationally
- Local Country HR-Managers of international companies

## Program Objectives

The participants

- can directly contribute to the creation and implementation of the organization’s international corporate strategy.
- are able to better contribute to the success of the company by effectively attracting, retaining, motivating, developing and deploying people across geographical and national boundaries
- can design and implement consistent Human Resource strategies, systems and procedures which are appropriate to the local situation and which support the achievement of corporate objectives
- can lead the Human Resource function more effectively across borders.

## Prerequisites/Preparation

The participants should be experienced in one or more aspects of Human Resource Management in an international context.

Prior to the beginning of the program, participants should familiarize themselves with the business strategy of their company and operational unit.

# Two Course Units

## Practical Application/ Certificate of Advanced Studies

During the program, the participants will prepare a Workbook for a country of interest which covers all aspects of developing, implementing and managing the human resource function in a new geographical area. The individual Country Workbooks will be available to all participants at the end of the program.

Successful participants will receive a Certificate of Advanced Studies (CAS).

Requirements for being awarded the Certificate are attendance at a minimum of 80% of the classroom activities and successful completion of the course work.

## Course Director

- John H. Rankin, MBA, Head of International Relations, ZHW School of Management, Instructor for Human Resource Management

## Faculty

Instructors and speakers will be drawn from a wide range of experts with research, teaching, consulting and direct industry experience.

- Significant input is provided by expert practitioners from industry and universities

## Unit 1 Classroom Sessions

7 days

### Framework for International Human Resource Management

The initial unit presents the framework for understanding the institutional and cultural aspects which impact on the design and delivery of Human Resource services in the international environment.

The participants

- know the structure, requirements, and performance standards of the module
- understand the link between corporate strategy and the choices to be made in the management of international human resources
- are able to identify and analyze the economic, political, and environmental factors impacting on management decisions in host countries
- are aware of the impact of national culture on the design and implementation of human resource policies, systems and procedures

■ Program Introduction	1 day
■ Corporate Strategy and International HR Management	1 day
■ Country Analysis	2 days
■ National Culture and Management	2 days
■ The International Regulatory, Legal and Tax Environment	1 day

## Unit 2 Classroom Sessions

8 days

### Managing Human Resources in an International Context

The units enables to participants to better contribute to the success of the company by effectively attracting, retaining, motivating, developing and deploying people across geographical and national boundaries

■ International Staffing	1 day
■ Global Performance Management	1 day
■ Developing People Globally	1 day
■ Global Compensation and Benefits	1 day
■ Managing International Assignments	2 days
■ Managing the virtual Global Organization	1 day
■ Doing Business in China	1 day

## Practical Application

Parallel to classroom work:

Research and compilation of a Country Workbook for the design and implementation of a Human Resource strategy, policies and systems in a country of choice including analysis of appropriate data sources.

8-9 days

- Presentation of Country Workbooks and Exchange of Experience Program Conclusion and Evaluation

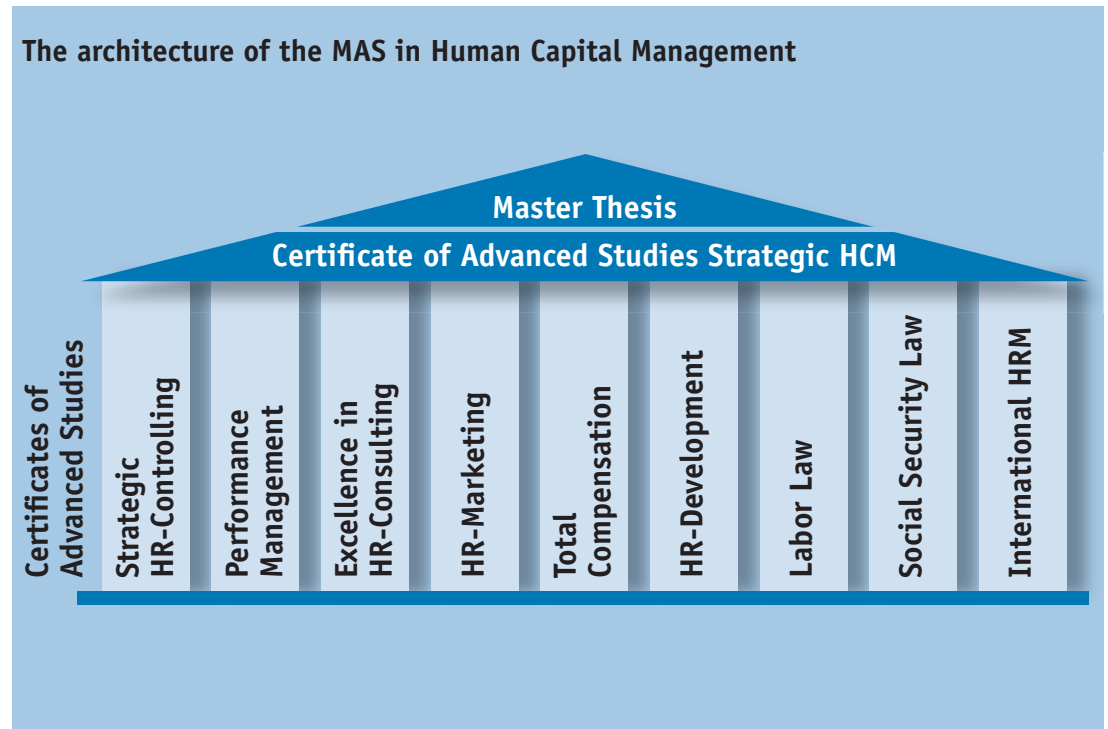
2 days



## Further study: Your way to the MAS in Human Capital Management

This Certificate of Advanced Studies program can be combined with three other Human Capital Management Certificate programs of choice toward earning the Masters Degree. Additional requirements for the MAS in Human Capital Management are completion of the Capstone Course "Strategic Human Capital

Management" and preparation of a degree thesis. The Master Program Director decides about the criteria for acceptance into the Master of Advanced Studies degree program. Please find the terms in the conditions of study at our website [www.zhcm.ch](http://www.zhcm.ch)



### Applied Research and Know-how Transfer

The Center for Human Capital Management supports company management and HR responsables in enhancing corporate competencies in order to achieve sustainable competitive advantage.

We provide services in consulting and applied research to identify solutions to operational problems and to support strategic decision-making and the implementation of HR programs.

Our services encompass:

- Strategic HRM and HR-Controlling
- Balanced Scorecard and objective setting processes
- Knowledge Management and Systems
- Human Resource Development Programs and Training Management
- Performance Management
- Compensation Management
- Change Management
- Human Resource Marketing

## Details at a Glance

<b>Management</b>	Phone 052 267 79 39 for questions concerning accreditation and content								
<b>Administration</b>	Phone 052 267 75 62, E-Mail: zhcm@zhwin.ch								
<b>Scope</b>	A total of 15 days of classroom instruction, 8-9 days preparation and compilation of the Country Workbook and 2 days presentation and evaluation								
<b>Dates</b>	Please find the current schedule at our website <a href="http://www.zhcm.ch">www.zhcm.ch</a>								
<b>Times</b>	From 9.00h to 17.30h								
<b>Location</b>	Zurich University of Applied Sciences Winterthur (Zürcher Hochschule Winterthur), Center Human Capital Management, St. Georgenplatz 2, 8401 Winterthur								
<b>Fees</b>	CHF 6400.– including course materials, excl. meals For participants who have already completed other Certificate programs (ZLG/NDK) at the Center for Human Capital Management, the following fee reductions apply: <table border="1"> <thead> <tr> <th>Number of ZLG completed</th> <th>Amount of Reduction</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>CHF 800.–</td> </tr> <tr> <td>2</td> <td>CHF 1600.–</td> </tr> <tr> <td>3</td> <td>CHF 2400.–</td> </tr> </tbody> </table>	Number of ZLG completed	Amount of Reduction	1	CHF 800.–	2	CHF 1600.–	3	CHF 2400.–
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3	CHF 2400.–								
<b>Languages</b>	The Program will be taught in a combination of English and German. Good working knowledge of both languages is required.								
<b>Certificate</b>	Certificate of Advanced Studies (CAS) from the ZHW School of Management with 10 ECTS-Credits								
<b>Application</b>	Submit the completed Application Form by post or apply by Internet, <a href="http://www.zhcm.ch">www.zhcm.ch</a>								
<b>Withdrawal/ Cancellation</b>	Cancellations made 30 days prior to the start of the Program can be made at no cost. Cancellations made later will be subject to an administrative fee of CHF 500.–. No refund will be made due to absence from part of the Program or due to withdrawal during the Program.								



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