

MERCER PUBLIC WORKSHOP

美世公开研讨会

人力资源管理者财务知识必备

在工作中，您是否遇到或者想到过以下问题：

- 薪酬模式，薪酬策略的制定过程中，如何能与财务有效结合，既可以兼具内部公平性和外部竞争力，也可以有效控制成本？
- 到底从哪些角度，运用什么样的工具和方法可以更好地管控成本，提高人均效能？
- 每次开会时，CEO 和 CFO 说的指标都是什么含义？代表着什么？
- 人力资本效能管理的意义在哪里？在众多指标中，哪些是有效的人力资本效能指标？

美世为期 2 天的研讨会将帮助您快速掌握基础财务理论，通过案例分析高效理解繁复的财务指标。战略性财务管理思想贯穿课程始末，教您如何透视人力资源管理工作，提升人力资本管理效能，为企业创造价值！

在学习形式上，将采用美世复合式教学模式—在线学习、线下面授与在线测试。美世会在课前开通 1 门与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

课程概述

财务分析对人力资源管理者的重要性

- 人力成本与人力资本
- 从财务的视角解读战略
- 结合财务管理与 HR 专业知识，成为真正的战略性业务伙伴

人力资源管理者财务管理框架

- 基础财务概念—提升人力资源管理者与财务人员沟通效率
 - 财务报表维度中的重要概念
 - 财务报表结构理解
 - 成本管理维度中的重要概念
- 人力资源成本分解
- 人力资源成本性态分析和日常问题
- 人力资源成本预算管理

联络

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财务视角转换提升人力资源管理者管理职能

- 财务分析技术
- 财务分析技术帮助 KPI 绩效考核工作落地

结合财务管理视角的人力资本效能分析

- 提高人力资源管理者工作效率
- 人力资本效能分析方法比较
 - 初级阶段----人力资本效能分析
 - 发展阶段----人力资本管理效能落地

成为战略伙伴—人力资源与财务的合作共赢

- 概念界定
- 交集与错集
- 沟通，共赢

学员收获

- 帮助人力资源管理者从财务视角理解业务战略
- 通过将财务管理知识融入人力资源管理活动，开启与公司高级管理层的高效沟通，从而更有效地支持战略落地
- 为人力资源管理者树立财务管理理念，完善管理思维框架，以更加有效地进行成本管控和优化

目标学员

- 有 5 年以上人力资源综合管理工作经验，熟悉核心人力资源模块的经理及以上；
- 具备 3 年以上薪酬管理专家的经验经理及以上；
- 具备 3 年以上人力资源业务伙伴的工作经验，熟悉各个人力资源模块的内容的经理及以上。

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FINANCIAL ESSENTIALS FOR HR MANAGEMENT

Have you ever encountered such problems during your daily work?

- When establishing the compensation structure and strategy, you are not sure how to combine them with corporate finance and balance the internal fairness and external competitiveness, effectively controlling costs.
- You cannot decide which viewpoints, tools, and methods should be used to control costs and improve effectiveness.
- When holding a meeting, you don't understand what the rates mentioned by the CEOs and CFOs signify.

Mercer's 2-day workshop will help you quickly understand sophisticated financial data and strategic financial management through real-life cases. As a result, you will be better equipped to scrutinize HR management process and strategies, enhance the effectiveness of human capital management, and save money--- or even make money---for your company.

We will take the method of Mercer blended learning: online learning, offline training and online assessment. Mercer will open 1 related online module before the workshop. The on line learning and assessment will help participants preview and review theory, knowledge, tools and methods, the face to face workshop will focus on practicing key knowledge, discussing real cases and learning how to deal with practical HR problems. The highly effective on line to off line learning method will consolidate learning effect, and bring participants a fruitful learning journey.

TOPICS COVERED

Importance of Financial Analysis for HR managers

- Human resource cost VS. human resource capital
- Understand strategies from the viewpoint of the financial angle
- Combine financial and HR management knowledge to become a more strategic business partner

Financial Management Structure for HR managers

- Basic financial concepts---- Improving the communication

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- efficiency between HR managers and financial personnel
- Important concepts from the financial dimension
 - Comprehend the financial statements structure
 - Important concepts from the cost management
- Decompose the human resource cost
 - Human resource cost behavior analysis and some common problems in human resource cost management
 - Budget management and control of human resource cost

Finance Application for HR managers

- Financial analysis technology
- Financial analysis technology to help KPI performance appraisal work landing

Human Capital Efficiency Analysis From the Perspective of Financial Management

- Improve the human resource management efficiency
- Comparison of the analysis methods of human capital efficiency
 - Primary stage - human capital efficiency analysis
 - Developing stage - human capital management efficiency landing

Become a Strategic Partner ---Win-Win Model for HR and Finance

- Concept definition
- Overlaps and intersections
- Communication and the win-win model

BENEFITS TO PARTICIPANTS

- Better understand business strategy from a financial viewpoint
- Combine financial management knowledge with human capital management activity, promote effective communication with high-level executives and efficiently implement the company's strategies
- Establish financial management philosophy, and improve HR intellectual management structure to realize effective cost control and optimization

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TARGET PARTICIPANTS

- Five years or more experience in general HR management, familiar with HR core modules, manager, or upper level
- Three years or more experience as center of expert, manager, or upper level
- Three years or more experience as HR business partner, familiar with every module of HR management, manager, or upper level

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