

MERCER PUBLIC WORKSHOP

美世公开研讨会

人力资源管理者的高效项目管理

除了日常性事务,如今的人力资源专业人员越来越多地发起、领导和参与到公司的各类项目中。这些项目中有些是一次性的,有些是每年都需要实施的重复性项目。项目是复杂的,它们通常会涉及到多位决策者。实施者需要具备的不仅仅是较高的专业技能,还需要良好的项目管理能力,这样才能在既定的时间和预算内成功地实施项目。

美世为期1天的研讨会正是为提高人力资源专业人员项目管理能力而设计的。该研讨会将从介绍项目的核心概念和特点入手,继而从项目规划,项目执行和项目收尾三个阶段展开分析项目管理各个环节的注意要点,并分享实用工具和案例。此外,也会讨论如何在多元文化环境中管理项目,管理多位决策者以及管理变革。

课程概述

项目管理和人力资源项目管理

- 项目管理定义和要素
- 项目组织结构
- 人力资源项目管理的特点及挑战
- 人力资源项目经理的特点

项目规划

- 项目范围
- 项目交付物
- 项目预算
- 时间表管理
- 资源管理

项目执行

- 质量控制
- 风险管理
- 项目沟通
- 多文化环境下的项目管理

项目收尾

- 项目评估
- 变革管理

联络

美世学习与发展热线电话

电话: 400 600 5599

电邮: learning.china@mercer.com

学员收获

- 更加清晰地认识成功项目的核心概念
- 通过案例研究和实例理解人力资源项目管理中常见的错误和缺陷
- 加深对人力资源项目管理的三个环节的理解：项目规划，项目执行和项目收尾
- 学习美世关于项目管理的工具和方法论并应用于日常工作中

学员对象

人力资源经理, 人力资源业务伙伴和其他需要参与内部项目管理的人力资源专业人员

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PROJECT MANAGEMENT FOR HR PROFESSIONALS

Besides completing day-to-day activities, HR professionals are increasingly involved in strategic projects. Some of these projects are one-off initiatives; others are recurring projects to be done every year. These strategic projects can be very complex and typically involve a diverse set of stakeholders. They require more than just good technical skills – HR professionals must possess good project management skills to successfully manage such projects. HR professionals must equip themselves with additional capabilities in order to deliver the desired project results on time and within budget.

Mercer's one-day workshop is specially designed to furnish HR professionals with such capabilities. The workshop starts by introducing some of the key concepts of project management. Next, we analyze key points and share tools and cases in project planning, project execution, and project closedown. We also touch on managing projects in a multicultural environment, managing multiple stakeholders, and the basics of change management.

TOPICS COVERED

Project management and HR project management

- Definition and elements of project management.
- Project organization structure.
- Characteristics and challenges of HR project management.
- Characteristics of an effective HR project manager.

Project planning

- Project scope.
- Project deliverable.
- Project budget.
- Schedule management.
- Resource management.

Project execution

- Quality control.
- Risk management.
- Project communication.
- Project management in a multicultural environment.

CONTACT

Mercer Learning and Development
T: 400 600 5599
E: learning.china@mercer.com

Project closedown

- Project evaluation.
- Change management.

BENEFITS TO PARTICIPANTS

- Gain a clearer view of the key concepts of successful project management.
- Understand the common mistakes and pitfalls of HR project management through case studies and examples.
- Develop a deeper understanding of the three most critical stages: project planning, project execution, and project closedown.
- Learn to apply Mercer's tools and methodology for project management in your daily work.

TARGET PARTICIPANTS

HR managers, HRBPs, and other HR professionals who are involved in or need to manage internal projects

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