

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，您将学习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，线下线上学习相结合，有效强化巩固学习效果。

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
 - 财务思维与逻辑
 - 财务核算系统中的人力花费
 - 财务核算系统与财务管理系统中的人力花费比较
- 综合类核心财务指标体系
 - 财务构面指标逻辑

财务管理视角重述人力资源成本管理

- 人力资源成本财务核算系统 VS. 财务管理系统
- 财务管理系统中的人力资源成本复杂性态分析
- 人力资源成本管理中的常见问题
- 人力资源成本管理策略

研讨会信息

时间地点：
北京
7月 18-19 日

上海
3月 20-21 日
6月 13-14 日
11月 6-7 日

广州
9月 18-19 日

费用：
RMB 9,800 (含 6%增值税)

联络

美世学习与发展热线电话
电话：400 600 5599
电邮：
learning.china@mercer.com

结合财务管理视角的人力资本效能分析

- 财务分析技术帮助 KPI 绩效考核工作落地
- 人力资本效能评价体系

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 年以上薪酬管理经验的经理及以上
- 具备 3 年以上经验的人力资源业务伙伴

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FINANCIAL ESSENTIALS FOR HR MANAGEMENT

Have you ever encountered such problems during your work?

- When establishing the compensation structure and strategy, you are not sure how to combine them with corporate finance and balance the internal equity 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.
- What's the meaning of human capital effectiveness management? How to define effective human capital effectiveness factors?

Mercer's 2-day workshop will help you quickly understand elemental financial methods 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. We will take the method of Mercer blended learning, which will strengthen and consolidate learning effect through combining on line module with off line workshop.

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 efficiency between HR managers and financial personnel
 - Financial thought and financial logics to comprehend the relationship of financial statements
 - Human cost recorded in accounting system
 - Comparison of human cost in accounting system and in managerial system

WORKSHOP INFORMATION

Time and Place:

Beijing
Jul 18-19

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Mar 20-21
Jun 13-14
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Guangzhou
Sep 18-19

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- General and core financial indicator system
 - Logics engaged in financial indicators logics

Illustration of human cost management from the financial viewpoint

- Financial accounting information and financial management information in terms of human cost
- Analysis on complexity of human cost in the financial management system
- Common problems related to human cost management
- Strategic applicable measurement confronting the common problems in human cost management

Human Capital Efficiency Analysis From the Perspective of Financial Management

- Financial analysis technology to help KPI performance appraisal work landing
- Comparison of the analysis methods of human capital efficiency
- Evaluation system of human capital effectiveness

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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