

HR 财务思维解析与人力成本管控效能提升

独到财务视角分析优化人力成本管控，深度财务数据透视提升人力资源管理效能

上海场次支持全景动态直播 

Duration: 2 days

Price: RMB 10,800 (6% VAT included)

在工作中，您是否遇到或者想到过以下问题：

- 薪酬模式与绩效考核体系协同能否在薪酬策略制定过程中完美体现，如何将战略财务管理和业务数据精细分析有效结合，既可以兼具内部公平性和外部竞争力，也可以合理有效管理与控制人力成本？
- 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思维与逻辑，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
- 从财务管理视角解读战略
- 以业务活动为主导，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

- 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情境与解决目标达成
- 人力资源成本管理解决方案策略分享
 - 人力资源成本事前控制—全面预算管理体系合理运用
 - 人力资源成本事中控制—动态人力资源成本过程控制模型
 - 人力资源成本事后控制—合理有效绩效考核体系配置
- 公司高管绩效激励中财税影响分析

结合财务管理视角的人力资本效能分析

- 垂直组织架构中相对合理的人力资本效能评价模型
- 组织架构变革后完美的人力资本效能考核与评价

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

Using financial thinking to increase efficiency of HR cost-control

Live stream is available for Shanghai sessions 

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 online module with offline workshop.

Topics covered

Deeply understand the business drivers and challenges of change

- Business transformation themes and concerns at different stages of enterprise development
- 8 mistakes that hinder organizational change
- John P. Kotter's eight-steps to change
- 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 communicating efficiency between HR managers and financial personnel
 - Financial thinking way 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 Management system
- General and core financial indicator system
 - Logics engaged in the interpretation of financial indicators

Illustration of human cost management from the financial viewpoint

- Analysis on complexity of human cost in the financial management system
- Common problems related to the operating activities in human cost management
- Strategic and applicable means to deal with these common problems in human cost management
- Evaluation on human cost and introduction of main incitement means

Human capital efficiency analysis from the perspective of financial management

- Relatively reasonable evaluating model of human capital efficiency
- Ideal evaluation model of human capital efficiency through changes of organizational structure

Benefits to participants

- Better understanding business strategy from a financial viewpoint
- Penetrating the financial management knowledge in the activities of human resource management, effectively promoting the communication with high-level executives, implementing efficiently the company's strategies
- Establishing financial management concepts for HRs, helping them set up the complete management structure in the activities of human capital management, learning the effective human cost control methods to optimize the efficiency of human capital management

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