

MERCER COLLEGE 美世学院

非人力资源经理的人力 资源管理

美世认为业务经理应该是第一人力资源经理。但是在中国，大多数业务经理还尚未建立应有的心态和具备重要的人力资源管理技能。

美世为期两天的“业务经理的人力资源管理”课程，将帮助业务经理理解并掌握核心的人力资源管理的理念和工具，以促进其管理工作的有效性。

课程概述

课程开始描述了一个新晋升的业务经理通常遇到的人员管理上的挑战，然后课程将介绍美世的人力资源管理理念和美世独特的3P人力资源管理框架。之后课程将探讨岗位澄清、岗位评估和整体薪酬的概念。第二天，则将涵盖业务经理必须掌握的核心人力资源管理技能：招聘、目标设定、辅导反馈和人才保留等。

教学内容

美世人力资源管理理念和美世3P模型

- 案例讨论：彼得的烦恼
- 经理人转型的挑战：领导力发展阶梯
- 美世3P人力资源管理模型
- 绩效考核与绩效管理
- 胜任素质：冰山模型
- 业务经理与人力资源经理的角色

工作分析和评价

- 职责匹配和角色澄清
- 工作分析和职位说明书撰写
- 岗位评估的意义和应用
- 美世国际职位评估体系

整体报酬

- 整体报酬战略
- 薪酬的基本组成
- 一个典型的薪酬架构
- 设计薪酬应考虑的因素和程序
- 短期和长期激励

研讨会信息

时间：
2014年9月23-24日

地点：
上海

费用：
RMB 7,200 (未含6%增值税)

人员选拔：结构化行为面试

- 4S选拔模式
- 明确胜任能力
- 设计面试问题
- 使用面试指南

绩效管理

- 目标设定
- 绩效辅导与反馈
- 绩效辅导角色扮演:GROW模式

保留关键人才

- 美世中国吸引和保留人才调研的主要发现
- 自我评估：你是保留员工的经理还是失去员工的经理？

学员对象

本课程适用于所有拥有人员管理职责的业务经理。

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更多详情
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cn.mercer.com/mercercollege,
或者联系相关人员。

12897-MC-210214

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MERCER COLLEGE

HR FOR NON-HR MANAGERS

Mercer believes that line managers are first and foremost human resources managers. However, we find that most line managers in China still lack the mindset and fundamental skills of effective people management.

Mercer's two-day workshop on HR management skills for managers will help line managers to learn and understand core HR concepts and skills in order to be successful in their positions.

PROGRAM OVERVIEW

The program starts with a case study that illustrates the common challenges facing line managers, and then introduces Mercer's HR management philosophy and the 3P framework. After that, we explain the concepts of position clarification, position evaluation, and total rewards. We also cover the core HR skills that a line manager must possess: selection, goal setting, coaching and feedback, and retaining talent.

TOPICS COVERED

Mercer HR Management Philosophy and the 3P Framework

- Case study: Peter's worries.
- The transition challenge: the leadership pipeline.
- Mercer's 3P HR management framework.
- Performance appraisal versus performance management.
- Competency: the iceberg model.
- Role of line managers and HR managers.

Job Analysis and Evaluation

- Role mapping and clarification.
- Mercer's APRCI tool (Approval, Responsibility, Consultation, Participation, Informed).
- Position evaluation application.
- Mercer IPE.

Total Rewards

- Strategy of total rewards.
- Concepts and components of compensation.
- Process of pay structure design.
- Short-term and long-term incentives.

PROGRAM DETAILS

Date:
September 23–24, 2014

Venue:
Shanghai

Fees:
RMB 7,200 (6% VAT excluded)

Selection for Success: Structured Behavior Interview

- The 4S selection model.
- Identifying job competencies.
- Designing the right questions.
- Using the interview guide.

Performance Management

- Goal setting.
- Performance coaching and feedback.
- Role play: the GROW model.

Retaining Top Talent

- Key findings of Mercer's Talent Retention Survey.
- Self-assessment: Are you a manager who retains talent or loses it?

TARGET PARTICIPANTS

Managers who have or will have people management responsibilities

PROGRAM DETAILS

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