

# € TRAINING

The Art of Human Resource Management  
(Certified HR Professional)



20 - 24 May 2024  
Munich (Germany)



# The Art of Human Resource Management (Certified HR Professional)

REF: H205 DATE: 20 - 24 May 2024 Venue: Munich (Germany) - Fee: 5940 Euro

## Introduction:

The HR function has to be the bridge between the workforce and the organization. It also has to be the eyes, ears, and sometimes the conscience of the organization. This seminar will show you how to build that bridge and how to create an HR function that meets the needs of employees and the organization.

## Course Objectives:

At the end of this course the participants will be able to:

- Describe the role or purpose of the HR function and the contribution the HR function makes to the achievement of organizational goals
- Identify the trends that are changing the role of HR and the world of work
- Describe the role or purpose of the HR function and the contribution the HR function makes to improving productivity and engagement
- Explain the key principles and practices involved in
  - HR Strategy
  - Recruitment and Selection
  - Induction
  - Retention
  - Employee Relations
- Apply an effective performance management process
- Understand and use competencies for recruitment and performance management
- Know how to handle conflict and disagreement
- Apply some of the key personal skills needed to succeed in HR
- Understand the essential parts of an effective HR function
- Learn ideas for developing the function beyond the essential parts
- Understand the distinctions between the role of line supervisors/managers and the HR function
- Understand the handling change
- Master recruitment process
- Handle performance issues
- Use of disciplinary procedure
- Know how to handle the disciplinary issue
- Apply some of the key personal skills needed to succeed in HR

## Targeted Audience:

- Managers or Supervisors acquiring responsibility for the HR or Personnel Function
- HR or Personnel Generalists
- Specialists returning to, or moving to, a generalist role
- Established HR Professionals wishing to obtain new ideas
- Newly appointed HR professionals
- Managers or Supervisors or Team Leaders who wish to improve their knowledge of professional HR

## Course Outlines:

## Unit 1: HR as Part of The Business:

- The Context
- Socio-Economic developments
- Pressures on HR
- The need for change
- Nationalization
- Handling change
- HR's strategic role

## Unit 2: The Component Parts of The HR Function:

- Recruitment and Selection
- The effective interview
- using competencies in recruitment
- Induction
- Employee Relations
- Corporate Social Responsibility
- Handling Disciplinary and Grievance Issues
- Equity and Diversity

## Unit 3: Refinements:

- Performance Management
- The differences between feedback and criticism
- Coaching for performance improvement
- The wider use of Competencies
- The use of competencies in an Assessment Centre
- Ten Tips for Becoming an Employer of Choice
- Coaching and Empowerment
- Branding your people processes
- The Employee Value Proposition

## Unit 4: The Psychological Contract:

- Satisfaction, Retention, and Value
- Identifying the Key Players
- Management Succession
- Motivation
- Developing a Continuous Learning Culture
- Delivering a Satisfied Workforce
- The Messages for Leaders
- Work Organisation
- Merit Pay

## Unit 5: The Way Forward:

- Evolution of HR from Tactical to Strategic
- Employee Relationship Management
- The new HR Roles
- The personal skills needed for the future



- Influencing Skills
- Managing Conflict
- Assertiveness
- Personal Development