

International HR Management

Introduction

Every organisation requires people and the management of the human resource is increasingly being seen as the factor having the biggest impact on business success. As automation, IT and globalisation impact on the business environment, Human Resource Management (HRM) is getting more complex as it has to be able to deal with a greater variety of workplace cultures and organisational structures. In addition, there is more fluidity in organisations in who has responsibility for certain activities that were once within the remit of the Human Resource function, and increasingly managers are involved in HRM activities.

This course provides a framework to understand the principles of HRM and the activities within the function. The course covers three areas of HRM: - recruitment and selection, training and development and performance management. To be effective these areas need to be seen in the context of the overall business strategy and organisational design and development strategies and need a joint management approach between HR and operational managers.

The course aims to give participants an understanding of the role of Human Resource Management (HRM) in the business environment.

The course will give participants the skills and knowledge to effectively perform HR management activities in recruitment and selection, training and development and performance management.

Objectives

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

- Define the nature and purpose of HRM in the business environment
- Describe the main HR functions
- List several different ways the HR function operates in organisations.
- Explain the main HR models and how HRM is utilised in organisations.
- Describe the characteristics of Effective HR Management
- Identify the different types of careers available in Human Resources
- Evaluate the advantages and disadvantages of having a generalist or specialist role
- Articulate the functions of recruitment and selection
- Explain the main steps in attracting and hiring qualified candidates.
- Use methods for defining job roles, including job analysis, job descriptions, person specifications
- Describe the main ways of shortlisting and types of assessing methods, including testing assessment centres and Interviews
- Explain the terms training and development
- Describe how training and development fits into the organisations business strategy
- List the different methods for identifying training needs.
- Identify the factors that impact on effective training design and delivery
- Describe several potential training interventions
- Explain how training effectiveness can be evaluated and measured
- Understand the purpose of performance management and define performance

management

- List the components of a performance management system
- Summarise the benefits of effective performance management
- Relate the Performance matrix tool to individual performance
- Use the performance management cycle to establish standards and set effective performance objectives
- Describe the key communication techniques required to effectively manage workplace performance
- Plan a performance management meeting
- Create a checklist for successful performance review meetings

Content

A sample of what is covered includes:

Human Resource Management

Session 1 The nature and purpose of HRM

The first session begins with group introductions and course objectives before generating an open discussion of the current knowledge and experience of HRM of those attending.

The most accepted definitions of HRM will be shared with the group.

This will be followed by a discussion of the role of Human Resource Management in today's business environment, and why HRM is increasingly important to achieving business objectives.

Session 2 The main functions in HR and examples of HR Organization Charts

In this session participants will examine the main functions of HR using the professional maps of HR professional bodies, including the Chartered Institute of Personnel and Development.

Participants will be asked to identify what knowledge, skills and behaviours would be required of HR professionals. Then the CIPD Profession map will be used as a framework to illustrate the professions expectation of required knowledge, skills and behaviours.

Examples of HR Organisational charts will be shared and discussed so participants will have knowledge of several different ways the HR function operates in organisations.

This session will also explore the different approaches to HRM in organisations, using models of HRM.

Case study examples will be used to identify the ways HRM is utilised in organisations.

Participants will use this information to understand the rationale for the way HR operates in organisations and the impact of HR on achieving business objectives.

Session 3 Characteristics of Effective HR Management

This session will focus on the factors that impact on the effectiveness of HR management.

Firstly, the group will discuss what is meant by effective HR management. Then participants will discuss all the factors that that can impact on HR effectiveness and then participants will work in small groups to identify how to manage a factor, so that it does not negatively impact.

Then the future trends in HRM will be shared with the group.

Session 4 Careers in Human Resources

In this session participants will use the CIPD Profession map and other resources to identify the different roles in the HR profession.

Participants will work in small groups to evaluate the advantages and disadvantages of having a generalist or specialist role, using the SWOT framework.

The different routes to recognition, in particular the HR Academic Qualification and Professional Certification in HR options will be identified, and participants will be asked to identify a plan for each option.

Recruitment and Selection

Session 1 What is recruitment and selection?

This session introduces participants to recruitment and selection.

Firstly, the participants will be given accepted definitions of recruitment and selection.

They will then work in small groups to discuss and list what is involved in

- recruitment
- selection

Participants will be then asked to identify why it is important for the organisation to have effective recruitment and selection procedures.

Information about the costs of ineffective recruitment and selection will be shared.

Session 2 The Recruitment process

This session focuses on recruitment. The session begins with a discussion of what recruitment entails, and the most commonly used stages of the recruitment process.

The participants will then look at two stages of the recruitment process in more detail

Defining the role

This part of the session will examine methods of defining the role, including

- job analysis
- job description
- person specification

Attracting suitable applicants

This part of the session will examine methods of attracting suitable candidates using

- internal methods
- external methods

The latest trends in sourcing channels will be discussed and their advantages assessed

Session 3 Best practice selection processes and approaches

This session follows on from recruitment and focuses on best practice selection. The group will examine the main stages of the selection process and the issues that need to be managed at each stage of the process.

Firstly, participants will examine how to manage the application process. Participants will discuss methods by which applicants can apply for positions, and the issues that need to be managed in each method.

The group will discuss best practice in managing applications and will understand the benefits of using best practice approaches.

The next part of the session will focus on effective selection and participants will examine two main processes:

- Shortlisting applicants
- Assessing the candidates shortlisted and the selection decision

Session 4 Shortlisting and assessment

The group will then discuss ways of shortlisting and assessment methods for shortlisted applicants, including

- Testing
- Assessment centres
- Interviews

Working in small groups participants will review the different methods of shortlisting and identify when the method is most appropriate to be used, and the rationale for the use of the selection method.

The final part of the recruitment and selection process is making the appointment, and the issues that need to be managed in this activity will be covered.

Training and Development

Session 1 Workplace training and development

This session introduces participants to training and development.

The participants will discuss what they understand by the terms training and development, and the types of training and development that they have come across in their work environment. The trainer will share definitions of training and development with the group. The next part of the session will examine how training and development fits into the organisations business strategy. Participants will discuss the linkages between training and development, the learning and development strategy and business objectives.

Participants will be asked to work in small groups to identify the factors that impact on training and development in the organisation including the business strategy, operational and cultural factors.

The group will compile a mind map of all the different stakeholders involved in organisational training and development.

Session 2 Identification of Training Needs

The training cycle will be presented; and each stage of the cycle will be reviewed by participants. The participants will then examine the cycle stage of identifying training needs. They will be asked to work in small groups to discuss a case study scenario and then to identify the required training needs.

Different methods for identifying training needs will be discussed, and examples will be shared.

Session 3 Training Design and Delivery

The two stages position in the training cycle will be shown.

The group will discuss factors that impact on effective training design and delivery, specifically

- The process of learning
- Personal learning styles
- How adults learn and the key factors that impact
- Barriers to learning

The participants will then work in small groups to discuss how these factors impact on

- designing training
- delivering training

The group will then be asked to identify the potential training interventions available and then working in small groups assess the advantages and disadvantages of the interventions.

Session 4 Assessing the Effectiveness of Training Delivery Methods

In this session participants will examine how training effectiveness can be evaluated and measured.

The group will review ways learning interventions can be evaluated including:

- Post-training questionnaires
- Testimonies of individuals and direct observation.
- Return on expected outcomes
- The impact on key performance indicators.
- Quantitative methods to assess behaviour change.

The participants will work in small groups to look at the advantages and disadvantages of each intervention approach

The participants will review three evaluation models

- The Kirkpatrick model
- CIRO model
- Easterby-Smith model

Performance Management

Session 1 The components of Performance Management

This session introduces participants to performance management.

The participants will be asked what factors impact on performance in the workplace, and the findings are discussed as a group.

The participants will understand the purpose of performance management and have a definition of performance management.

The components of a performance management system will be shared and participants will be asked to relate the components to their own workplace system.

Participants will work in in small groups to identify the benefits of performance management to

- Individuals
- Managers
- Teams/Departments
- The organisation

Using examples, participants will identify different levels of work performance using the Performance Matrix.

Session 2 Planning for performance using the Performance Management Cycle

In this session participants will learn how to plan for performance.

Firstly, the performance management cycle will be discussed.

Then, using case study examples, the participants will learn how to establish standards and set effective performance objectives. Participants will use Maslow's Hierarchy of Needs to understand motivation and its impact on performance.

The participants will then look at the key communication techniques required to effectively manage performance in the workplace.

Firstly, participants will discuss non-verbal communication, and use the SOLER checklist to plan and manage a performance management meeting.

Secondly participants will examine the types of verbal communication used in performance management. The importance of giving feedback on performance will be discussed and participants will work in groups to identify how to ensure the four skills of effective feedback are achieved.

Session 3 Planning and managing a performance management meeting and system

In this session the participants will have practice of planning and managing a performance management meeting.

The participants will plan a performance management meeting. They will assess the performance of individuals using case study examples and their own performance management issues.

Firstly, they will use the Performance matrix to assess the performance issue.

They will then set behavioural outcomes and apply SMART objectives to the outcomes.

The performance management meeting will be planned, with delegate identifying the factors that need to be considered to enable the meeting to be as effective as possible.

Finally, participants will create a checklist for successful performance review meetings.

The session concludes each person completing an action plan for managing performance

