



**PROFESSIONAL CERTIFICATE  
PROGRAMME IN  
HUMAN RESOURCES  
MANAGEMENT**

**人力資源管理專業證書課程**

*23 October - 18 December 2010*

**HK** THE HONG KONG  
**MA** MANAGEMENT ASSOCIATION



# PROFESSIONAL CERTIFICATE PROGRAMME IN HUMAN RESOURCES MANAGEMENT

## WHO WILL BENEFIT FROM THIS PROGRAMME

This Professional Certificate Programme is designed for:

- Human Resources Managers and Directors who wish to learn the more advanced aspect of HR so as to advance their HR career beyond the administrative role
- Managers and Directors in Finance, Operations and General Management who wish to gain an understanding of value-adding human resources management principles, knowledge that transcends functional lines.
- MBA students or graduates who wish to acquire advanced knowledge of human resources management
  - Graduates of the HKMA's Certificate Programme on Human Resources Management or similar programmes elsewhere who are ready to take on the next academic and intellectual challenge

## INTRODUCTION

While most Asian companies were preoccupied with personnel administration, great companies of the world, such as General Electric, were already investing heavily in the development of their human capital, even decades ago. Understanding and practicing *value-adding* human resources management that aligns with the corporation's business strategy can help them achieve sustainable business performance. Hence, more and more multinational corporations (MNCs) are focusing on the *strategic* and *developmental* aspects of their human resources management and outsourcing the *administrative* HR work to outside companies that specialize in HR administration.

This Professional Certificate in Human Resources Management programme assumes that you have been exposed to, or are familiar with basic human resources. It starts by outlining a strategic framework on which business focused and value-adding human resources goals and processes are developed. Its advanced features ensure that you will acquire the key knowledge necessary to develop your human resources management skills that can take you to the next levels in your organization. This programme will be delivered by a former Chief Human Resources Officer (CHRO) who has followed a successful 35-year international career in Consulting, HR, Operations and General Management and who is currently delivering graduate courses in leadership and human capital management.

人力資源管理專業證書課程設定學員曾經學習或已熟悉人力資源基本知識，包括人力資源行政管理。課程首先簡介一個聚焦業務重點的策略架構，而這架構亦是發展人力資源增值目標及程序的依據。本課程的各種先進特點確保學員能取得一切必需知識，以發展自己的人力資源管理技巧，從而能夠在機構內再上層樓。

## LANGUAGE MEDIUM

English

## DATES AND TIME

Saturday  
23, 30 October;  
6, 13, 20, 27 November;  
4, 11, 18 December 2010  
10:00 am - 1:00 pm

## FEE

Member: HK\$3,350  
Non-member: HK\$3,650

## VENUE

Dr Kennedy Y H Wong Management Development  
Centre  
The Hong Kong Management Association  
1/F First Commercial Building  
33-35 Leighton Road  
Causeway Bay  
HONG KONG

## AWARD OF CERTIFICATE

A participant who has:

1. maintained a minimum of 70% attendance of total lecture hours; and
2. passed a final assignments

## CONTENTS

1. OVERVIEW OF ADVANCED HUMAN RESOURCES MANAGEMENT  
高級人力資源管理概要  
How does this figure into your career path?
2. STRATEGIC ROLE OF HUMAN RESOURCES MANAGEMENT  
人力資源管理策略作用
  - a. Strategic management process
  - b. Balanced Scorecard (BSC)
    - Translating strategies into action
    - 4 perspectives of BSC
    - Strategy maps
    - Business case study
3. LEADERSHIP / BEHAVIORAL COMPETENCIES  
領導 / 行為才能
  - a. Leadership imperative
    - People management
    - Strategic management
    - Personal characteristics
    - Process management
    - Case study: what drives effective leadership?
    - Case study: behavioral leadership competencies
  - b. Application of leadership / behavioral competencies to key HR processes
4. ORGANIZATIONAL STRUCTURE, TALENT SOURCING AND ASSESSMENT  
組織結構、人才拓展及評估
  - a. Organizational Design
  - b. Job Evaluation
    - Job profile questionnaire
    - Basic principles of job sizing
    - Optimal organizational structure
  - c. Strategic planning/budgeting process
  - d. Talent Sourcing Strategy
    - Sourcing internal/external candidates
    - Global sourcing
    - Contingency & retainer firms
    - Success criteria
  - e. Assessment and Selection
    - Assessment methods
    - Personality/psychometric assessments
    - Case studies using DISC and MBTI
5. TALENT MANAGEMENT PROCESS  
人才管理程序
  - a. GE's Session C
    - Leadership identification & development
    - Talent audit process
    - 360° assessment against leadership competencies
    - Sources of assessment data
    - Performance / potential review
  - b. Leadership talent management model case study
    - Implement Session C
    - Talent management process
    - Assessment
    - Succession planning approach
    - Talent development
    - Individual development Plan (IDP)
    - Development options
  - c. Structured mentoring program
  - d. Executive coaching
6. COMPENSATION AND BENEFITS  
補償及福利
  - a. Philosophical consideration (Taylor, Maslow, Herzberg)
  - b. Compensation roles (hygiene and reward)
    - Short/medium/long term components
    - Base salary setting/health and welfare plans
    - Incentive plans, gain-sharing/productivity bonus
    - Salary reviews/surveys, management bonus, profit sharing
    - Pension plans/income protection
    - Stock options, stock grants, restricted stock, ESOP
  - c. Compensation Committee of the Board
7. GLOBAL HUMAN RESOURCES MANAGEMENT  
全球人力資源管理
  - a. Global challenges
  - b. Locals, expatriates and third country nationals
  - c. Expatriate packages

## LECTURER

**Horace Ho** served as Senior Vice President of Global Human Resources for *Johnson Electric* in Hong Kong and Executive Vice President of Human Resources for *Finning International* in Canada where he reported directly to the Chairman & CEO of those multinational corporations. In addition to serving as Chief Human Resources Officer (CHRO), Horace has experience in compensation and benefits consulting as he began his career with *Sedgwick Noble Lowndes* in London, and *KPMG Peat Marwick* in Toronto. Following his early consulting career, he was recruited into industry and has held corporate roles in human resources, operations and general management with *Federal Industries*, *Rolls-Royce PLC*, *North American Trust Company*, *Finning International* and *Johnson Electric*. Horace is Adjunct Professor of Bulacan State University and Tarlac State University of the Philippines for which he teaches MBA programs in Hong Kong. He also teaches graduate programmes for other universities, such as Middlesex University of the UK.

Horace's areas of expertise in human capital management include talent management, leadership development, performance management, organizational design, compensation and benefits, coaching and mentoring, strategy and balanced scorecard, industrial relations and M&A due-diligence and post-M&A integration. His professional experience has spanned Canada, United States, United Kingdom, Western Europe, South America and Asia. Besides a lecturer of graduate programmes, Horace is also a human capital management consultant and an executive coach.

Horace holds an Honors B.Sc. and M.Sc. degrees from the University of London, UK. He is also a Certified Human Resources Professional (CHRP) in Ontario and British Columbia, Canada. Horace has presented as a speaker at major conferences in Canada, USA, UK, China, Hong Kong, Singapore and Malaysia.

## ENQUIRIES

For enrolment and general enquiries, please contact 2774-8501 (Customer Service Department) or via fax 2774-8503. For course details, please call Ms Candy Ho on 2774 8554 or Ms Ann Poon on 2774 8576; or visit the HKMA website: [www.hkma.org.hk/cert](http://www.hkma.org.hk/cert).

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C-A0174-2010-1-FC 23 October - 18 December 2010

Member: HK\$3,350 / Non-member: HK\$3,650

ENROLMENT FORM

\*Applicants should include their HKID card number and fill in all details in block letters, otherwise no MDCU will be given. The Association will issue certificates based on the details and name format as given in this form.

Name (Mr/Ms) (Surname) (Other Names) 姓名: (中文)

HKID Card No.: ( ) HKMA Membership No.:

Position:

Company:

Address of Company:

Nature of Business (e.g. Toy Manufacturing), please specify:

Job Responsibilities:

Telephone No. (Office): (Residence): Mobile:

Fax No.(Office/Home): E-mail:

Correspondence Address:

Cheque Number: Cheque Amount: HK\$

Education Level: [ ] Master or above [ ] Bachelor [ ] HKMA Diploma [ ] Other Diploma [ ] Matriculation [ ] Secondary [ ] Others (Please specify)

Total Number of Years' Working Experience [ ] Years of Working Experience in Course-Related Field [ ]

Name & Title of Nominator (if applicable):

Nominator email/address:

Sponsorship: [ ] Self-sponsored [ ] Company-sponsored (please fill in the following information if a cheque/ receipt is not attached)

Our company undertakes to pay the course fee for the above applicant
Name of Contact Person
Position
Telephone No. E-mail:
Signature: Company Chop and Date:

From where did you FIRST learn about this Programme?
[ ] Email from HKMA [ ] Email from other (Please specify):
[ ] HKMA Website [ ] Website Advertisement (Please specify):
[ ] Direct Mailing [ ] Newspaper (Please specify):
[ ] MTR Station [ ] Exhibition (Please specify):

I understand that all handout materials obtained in class are strictly for my own educational purposes. OINA

Signature: Date:

- This form together with a crossed cheque payable to The Hong Kong Management Association should be returned to: Director General, The Hong Kong Management Association, 16/F Tower B Southmark, 11 Yip Hing Street, Wong Chuk Hang, Hong Kong.
Registration must be made on the Enrolment Form provided and returned to the Association before the programme commencement date (Not less than 5 days) with full fee.
Acceptance is subject to the discretion of the Association.
Applicants will be notified by telephone to confirm receipt of the application form and full programme fee. An official receipt will be sent to you within two weeks.
Applicants are expected to attend the course at the place and time specified in the brochure unless otherwise notified.
When a programme is over-subscribed, additional classes may be started in some cases. Applicants may then be notified of the new time, dates and place of meetings when necessary.
For ENROLMENT and ENQUIRIES please call 2774-8501 (Customer Service Department) during normal office hours or fax 2774-8503.
No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the programme by notifying the Association at least 2 days prior to programme commencement.
Fax reservations are welcome but are subject to confirmation by payment in full within 10 days of the date the reservation is made or 5 days prior to programme commencement, whichever is sooner.
Applications, upon full payment, will be processed on a first-come first-served basis.
Before classes/examinations commence, if the Observatory announces that Typhoon Signal No.8 or above/Black Rainstorm Warning is in force; or Typhoon Signal No. 8 or above will be hoisted within 2 hours, no classes/examinations will be held. Replacement classes and remedial examinations will be arranged. (All classes will be held as scheduled if Typhoon Signal No.8 or above/Black Rainstorm Warning is lowered at or before 7:00 am; 2:00 pm classes and examinations thereafter will be held as scheduled if Typhoon Signal No.8 or above/Black Rainstorm Warning is lowered at or before 12:00 noon; 6:00 pm classes and examinations thereafter will be held as scheduled if it is lowered at or before 4:00 pm.)
When Typhoon Signal No.8 or above is in force during classes/examinations, all classes and examinations will be dismissed immediately. Replacement classes and remedial examinations will be arranged. When Black Rainstorm Warning is in force during classes/examinations, all classes and examinations will be held as scheduled.
The Association reserves the right to cancel a programme and/or make alterations in relation to its lecturers, contents, dates, time, venue and other particulars without prior notice. For course details, please contact Ms Candy Ho on 2774-8554 or Ms Ann Poon on 2774-8576. Website: WWW.HKMA.ORG.HK
Personal data will be used for the purposes of market research, programme development and direct mailing.
The HKMA supports the equal opportunities policy, without discriminating against any person on the grounds of gender, disability, family status or any other basis.