

Professional Diploma in Human Resource Management 人力資源管理專業文憑課程

CEF subsidy ceiling
\$20,000



INDUSTRY SERVING INDUSTRY

The HKMA's programmes are organized to meet the practical needs of companies and individuals. Based on our close ties with the business community, programme ideas are generated through industry experts. Management Committees, which comprise local business leaders, play an advisory role to ensure that our programmes are relevant to evolving business needs.

The People Management Committee advises the HKMA on the Professional Diploma in Human Resource Management. The following individuals serve on the Committee in their personal capacity*:



(Committee Chairman)

Ms Margaret Cheng

Human Resources Director
MTR Corporation Ltd



Ms Nita Law

Regional Head, HR, Greater China &
North Asia
Standard Chartered Bank (HK) Ltd



Ms Florence Chow

Head of Group Human Resources
HKT Ltd



Mr Albert Wong

Group Head - Labour & Community
Affairs
Cathay Pacific Airways Ltd



Ms Connie Lam

Human Resources Director
CLP Power Hong Kong Ltd



Ms Janet Yeung

Director of Human Resources
Cordis, Hong Kong



Mr C K Lee

Managing Director
C K Lee & Associates



Ms Carrie Leung

Chief Executive Officer
The Hong Kong Institute of Bankers



Ms Christina Leung

Director, Human Resources and
Administration
Guardforce Group Ltd



Mr Thomas Ng

Human Resource Advisor
The Hong Kong Jockey Club



Prof Wong Chi Sum

Professor
Department of Management
The Chinese University of Hong Kong



Mr Peter Leung

Senior Human Resource Manager
(NTEC)
Hospital Authority

* The composition of the Committee and personal particulars of its members are subject to change. The list may not be exhaustive.

THE PROGRAMME

INTRODUCTION

Are you preparing for a career as a personnel and industrial relations specialist dealing with employee selection, recruitment, training, wage and salary administration or employee relations? Or are you preparing to become a human resource manager concerned with maintaining and improving the personnel department's effectiveness, or a line manager interested in finding ways to motivate employees toward better performance? If any of these cases fits, then this part-time Professional Diploma in Human Resource Management will be very useful to you.

The problems and challenges facing organizations today in the areas of personnel and human resource management are manifold. They are found in selection, promotion, appraisal, compensation, training and development, labour relations, job design, productivity and many other areas.

OBJECTIVE

After studying this diploma course, students will have gained up-to-date information and learned management techniques and skills in setting up or working successfully in a HR department.

DESIGNED FOR

The programme is suitable for operational and specialist managers in the human resource field. They are likely to be middle-level managers and aiming to enhance their present knowledge and implement new skills and techniques within their organizations.

STRUCTURE

The HKMA Professional Diploma in Human Resource Management is a specially designed programme consisting of seven modules, one of which is a report.

The report allows students to test the concepts and techniques acquired in this programme. Students are required to read textbooks and reference literature. They will participate in group discussions, case-study presentations and open debates.

ADMISSION REQUIREMENTS

Applicants should fulfil the following requirements:

1. be secondary school graduates(F.5);
2. possess 2 or more years of working experience;
3. have a reasonable command of written/spoken English

LANGUAGE MEDIUM

Cantonese (supplemented with English)

Course materials, mid-term assessments and final examinations will be in English.

FEE (each module : HK\$3,280) - payable by 4 instalments

Term 1 HK\$3,280 x 3 modules	1st instalment HK\$2,460 + Application Fee: HK\$200 = HK\$2,660	2nd instalment HK\$2,460	3rd instalment HK\$2,460	4th instalment HK\$2,460
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PROGRAMME STRUCTURE

The programme consists of seven modules, with a diploma being awarded upon successful completion of the course.



YOUR ADVANCEMENT PATH

PDHR graduates are eligible to apply for the following programmes:

Master's Degree

- **MBA (Human Resources Management)** Reg. 212659 **(2 years)**
University of South Australia, Australia
- **MBA (International Business)** Reg. 252208 **(18 months)**
University of Greenwich, UK
- **MBA** Reg. 252769 **(18 Months, English / Chinese Class)**
Glyndŵr University, UK
- **MBA** Reg. 252735 **(18 months)**
University of Wales Trinity Saint David

Bachelor's Degree

- **BA(Hons) Business Studies (Human Resource Management / Business Studies)** Reg. 252020 **(1 year)**
University of Greenwich, UK
- **BA(Hons) (Human Resource Management)** Reg. 251921 **(1 year)**
BA(Hons) (International Business) Reg. 251922 **(1 year)**
University of Huddersfield, UK
- **BA (Hons) (Business)** Reg. 252613 **(3 years, Chinese / English Class)**
Glyndŵr University, UK

Admission is on a competitive and individual basis entirely at the discretion of the respective universities. Admission criteria and procedures are set by them and are subject to change without prior notice. The Association does not give any warranty and will not accept any liability regarding the above.

It is a matter of discretion for individual employers to recognize any qualification to which these courses may lead.

*The above **academic advancement path** is subject to changes from time to time. Please visit the HKMA website at www.hkma.org.hk/pd/pdhr to get the current information.*

SYLLABUS

M1. Human Resource Management

Aims

- To describe to students the roles and functions of the HR Department.
- To provide students with knowledge and up-to-date information on personnel policies, procedures and methods to deal with personnel and industrial relations problem.
- To enable students to deal with the major issues of human resource management.

Contents

A. RECRUITMENT AND SELECTION

- Job Descriptions and Specifications
- Recruitment and Interviewing Techniques
- Selection Process
- Orientation and Induction Training

B. MANPOWER PLANNING AND PERSONNEL RECORDS

- Manpower Planning
- Cost Analysis and Control
- Preparing Personnel Manuals and Employee Handbooks
- Personnel Records and Statistics

C. APPRAISAL AND COMPENSATION

- Appraisal Objectives
- Performance Appraisal
- Compensation and Employee Benefits
- Job Evaluation and Wages and Salary Administration

D. INDUSTRIAL RELATIONS

- Employee Grievances and Disciplinary Procedures
- Handling Employee Complaints and Labour Disputes
- Relevant Sections of the Employment Ordinance

M2. Employee Relations

Aims

- To provide students with a profound and comprehensive understanding of labour relations system through the familiarization of theories, rules and mechanism that affect the employers, employees and all relevant stakeholders.
- To equip students with the practical knowledge and skills to handle the complicated labour issues and resolve the contemporary conflicts and problems that are becoming more and more pressing nowadays. To achieve these aims, real dispute cases will be used as learning materials.

Contents

A. THEORIES & PRINCIPLES OF LABOUR RELATIONS SYSTEM

- Labour Relations Model in Hong Kong
- The Interactions of Different Parties in Labour Relations Mechanism
- Principles of Good Employee Relations
- Trade Unions in Hong Kong

B. EMPLOYMENT ORDINANCE OF HONG KONG

- Employment Ordinance
- Employee Compensation Ordinance
- Equal Opportunity Ordinance
- Personal Data Privacy Ordinance
- Definitions & Scope of these Ordinances
- Application of these Ordinances with Real Cases as Demonstration

C. COMMUNICATION IN WORK PLACE

- Importance of Effective Communication in the Workplace
- Barriers and Models of Communication
- Ways to Overcome Communication Barriers
- Secrets of Good Communication

D. NEGOTIATION & CONFLICT RESOLUTION

- Sources and Types of Organizational Conflicts
- Models in Stimulating, Handling & Resolution of Conflicts
- Theories & Principles of Negotiation
- Strategies & Tactics of Negotiation
- Analysis of Real Cases in Negotiation

E. TERMINATION OF EMPLOYMENT & EMPLOYMENT PROTECTION

- Types of Termination
- Proper Procedures in Executing Summary Dismissal
- Unreasonable & Unlawful Dismissal
- Remedies for Unreasonable Dismissal

F. LABOUR DEPARTMENT

- Roles & Functions of Labour Department
- Mechanism of Labour Tribunal
- Procedures for Settling Monetary Disputes

M3. Human Resource Development

Aims

- To provide students with the knowledge and skills relating to training and development at the workplace.
- To help students to design various personnel strategies affecting human resource development in organizations.

Contents

A. HUMAN RESOURCE DEVELOPMENT

- Scope of the Human Resource Development Function
- Principles of Adult Learning
- Key Roles of HRD
- Formulating a Company's Training Policies
- Identifying Appropriate Training Strategies

B. IDENTIFICATION OF HUMAN RESOURCE DEVELOPMENT NEEDS

- Assessment of Training Needs
- Training and Development Objectives
- Learning Objectives

C. APPROACHES TO HUMAN RESOURCE DEVELOPMENT

- Various Methods of Training and Development
- Development and Training Tools
- Organizational Development

D. EVALUATION OF HUMAN RESOURCE DEVELOPMENT AND TRAINING PROGRAMMES

- Effectiveness of Training and Development Programmes
- Feedback for Further Improvement in Training and Development Programmes

E. OTHER HRD INITIATIVES

- Succession Planning
- Assessment Centre
- Individual Career Development and Guidance

M4. Management and Organizational Behaviour

Aims

- To familiarize students with key management skills in managing people.
- To provide students with core systematic knowledge on individual and group human behaviour within an organization.

Contents

A. UNDERSTAND MANAGEMENT

- What is Management?
- Vision, Mission, Value and Objectives of an Organization
- Efficiency and Effectiveness

B. UNDERSTAND ORGANIZATIONAL BEHAVIOUR

- What is Organizational Behaviour?
- People, Structure and Technology of an Organization
- Fundamental Concepts and Principles of Organizational Behaviour

C. UNDERSTAND INDIVIDUAL BEHAVIOUR

- Personality
- Perception
- Attitude

D. PROBLEM SOLVING AND DECISION MAKING

- What is a Problem?
- The IDEAL Problem-solving Model
- Decision-making Process

E. ASSERTIVENESS

- Why Assertiveness is Needed?
- The Assertion Theory
- Assertive Behaviour Versus Performance

F. LEADERSHIP

- Leadership Style in Relation to Tasks
- Managerial Grid
- Differences between a Leader and a Manager

M5. Human Resource Management in the Mainland

Aims

- To familiarize students with the current practices of human resource management in the Mainland.
- To enable students to apply the knowledge and skills learnt to the context of the Mainland.

Contents

A. LEGAL AND SOCIAL FRAMEWORK

- Legal Systems in China
- Labour Law and its Key Covenants
- Labour Disputes and Tribunal Procedures
- Current Issues: Unemployment, Confidentiality Clause, Restraint of Trade

B. RECRUITMENT IN CHINA

- Labour Quota System
- Channels and its Costs and Effective Analysis
- Focal Points in Recruitment
- Qualification and Experience Verification
- Legal Documentary Requirements: Cert of Service, P Files, Residence Permit, Employment Contract
- Interview and Selection in China's Context: Cultural Emphasis, Psychometrics, Competencies Approach, Situational Interviews

C. COMPENSATION AND BENEFITS

- Compensation Design Approaches: Legal Requirements and Economic Analysis
- Benefits Design Approaches: Legal and Commercial
- Total Compensation Package, Cash Package and take Home Cash
- Auxiliary Benefits: Housing Loans, Car Loans, Overseas Educations/Training, Overseas Assignments, etc.
- Keynotes on China's Individual Income Tax (IIT): Expatriates and Locals
- Compensation Analysis: Costs per Head, Company Structure vs Market Value, Compa-ratio, Re-structuring of Compensation Scales, etc.

D. PERFORMANCE MANAGEMENT PROCESS

- The Basics on Procedure and Control
- Dealing with Extreme Cases and Disciplinary Actions
- MBO
- Current Issues: Reward for Performance, Balance Scorecard and 6 Sigma in HRM

E. ORGANIZATION CULTURE AND DEVELOPMENT STRATEGIES

- Culture Implementation Strategies: Symbols, Artifacts, Rituals and Myths
- Organisation Change: Job Level, Team Level, Organisation Level
- Driving Organisation to Change - Succession Planning, Career Fostering, Retirements and Localisation

F. ADMINISTRATION IN CHINA

- Safety: Legal Requirements and Procedures
- Hostel Management and its Common Problems
- Canteen Management and its Control
- Cars and Vehicles Control
- Government Structures and Government Relations
- Crisis Management: Criminal Issues, Police Issues, Customs Issues on Local and Expatriates

M6. Human Resource Strategies

Aims

- To enable students to better understand the contemporary trends of human resources management (HRM) both locally and globally.
- To enable students to grasp the practical approaches in handling the increasing challenges of HR professionals.

Contents

A. NEW ROLES OF HUMAN RESOURCES PROFESSIONALS

- Differences between Traditional and Contemporary HRM
- Dynamics of HRM with References to Environmental and Stakeholders' Influences
- New Challenges and Roles of Strategic HRM

B. MANAGING THE HUMAN IMPACTS

- Managing Organization's Surplus and Shortage of Manpower
- Managing Cultural Diversity and Employee Impacts in Global Business Environment

C. LEARNING NEW HR PRACTICES

- How HR helps make Organization an "Employer of Choice"?
- How to Assess Employee Performance and Potential by the most Updated Approaches?

D. MANAGING ORGANIZATIONAL CHANGES

- Sources and Reasons for Organizational Changes
- HR as an Effective Change Agent

E. HUMAN RESOURCES EFFECTIVENESS

- Measuring the Effectiveness of Organization Manpower
- Measuring the Effectiveness of HR Department

M7. Management Report

Submit a Report title



Write the Management Report under the supervision of the report guide appointed by the HKMA

The management report allows students to demonstrate their ability in applying their knowledge and skills to a real situation, usually within their own organization or based on a new business idea. Under the guidance of a supervisor, students are required to complete a comprehensive management plan including a logical sequence of analysis, decision rationale, steps of implementation, control and financial projection.

Course contents of all modules may be subject to change if required without prior notice.

COMPLETION OF A MODULE AND AWARD OF DIPLOMA

Satisfactory Completion of a Module

A minimum of 70% attendance is required for satisfactory completion of a module. Failure to do so will disqualify the student from sitting for the final written examination. Students must obtain an aggregate of 50% at least in the mid-term assessment and the final examination. For the management report, the student is required to achieve a pass grade in the report.

Completion of the Professional Diploma in Human Resource Management Programme

Completion of the PDHR Programme requires a student after initial registration to pass the continuous assessments and final written examinations of all seven modules in two consecutive terms. A candidate who has satisfied all the requirements will be awarded the Professional Diploma in Human Resource Management.

Unsatisfactory Performance in a Module

On failing any one module at the first attempt, the student may sit once only for the remedial examination in the following term by paying a fee. Participants who fail the remedial examination are allowed to retake the module by paying full module fees.

However, the maximum time for participants to complete the whole programme is 2 years.

EXEMPTION

Applicants who have studied similar courses before can apply for exemptions for up to 2 modules (Management Report is a non-exempted module) of the programme. The application form for exemption can be downloaded from our website WWW.HKMA.ORG.HK/PD/PDHR.

REIMBURSABLE BY CONTINUING EDUCATION FUND (CEF)

**Name of Institution: HKMA CEF Institution Code: 300
CEF Course Code: 21F02265-A
CEF Course Title: Professional Diploma in Human Resource Management**

This Programme (all 7 modules) has been included in the list of reimbursable courses under the Continuing Education Fund. Participants **MUST** submit their applications directly to the Office of the CEF before the commencement of the programme. For details, please visit the website: <http://www.info.gov.hk/sfaa/cef> or contact the CEF enquiry hotline: 3142 2277.

The Office of the Continuing Education Fund does not have record of registration of this course under the Qualifications Framework.

ENQUIRIES

For this course details:
Ms Shirley Chan : 2774 8569
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General Enquiry & Enrolment : 2774 8500 or 2774 8501
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www.hkma.org.hk/pd/pdhr