



*Training Course:  
The Art of Human Resource Management  
(Certified HR Professional)*

*21 - 25 September 2026  
Vienna (Austria)*

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

Training Course code: HR3009 From: 21 - 25 September 2026 Venue: Vienna (Austria) - Training Course Fees: 6050 € 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.

The seminar you will cover:

- The essential or basic component parts of an effective HR or Personnel function
- Ideas for developing the function beyond the essential parts
- The distinctions between the role of line supervisors/managers and the HR function
- Who does what for example with
  - Handling change
  - Recruitment
  - Handling performance issues
  - Use of disciplinary procedure
- The application of the theory of the Psychological Contract how to get the best from the workforce

### Course Objectives of Art of Human Resource Management

By the end of the program, 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
- 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
  - Know how to handle the disciplinary issue
  - Apply some of the key personal skills needed to succeed in HR

## Training Methodology

The training methodology used is designed to encourage maximum participation by all delegates. The presenter will suggest ideas and theories to the delegates and then encourage them to test out the ideas by the use of discussion, small group work, exercises and feedback. Each day of the seminar will end by delegates completing their own record of what has been learned on the day and considering how the ideas might be transferred back to the workplace.

## Organizational Impact of the Art of Human Resource Management

The purpose of this seminar from an organizational point of view is to develop an effective approach to Human Resource Management. As a result, an organization which applies these ideas will:

- Know how to get the best from their greatest asset - their workforce
- Know how to handle change effectively from an HR point of view
- Know how to increase productivity
- Know how to improve morale
- Know how to improve motivation
- Have an HR function that is closely and in mutually supportive way with the full line management team including Supervisors and Team Leaders

## Personal Impact of Art of Human Resource Management

As a result of attending this seminar, delegates will:

- Be effective in a range of circumstances encountered by HR professionals
- Be confident in their approach to HR management
- Be confident in dealing with line managers, Supervisors, and Team Leaders
- Know how an effective HR function is structured
- Know how to handle a range of employee relations issues

- Be able to define a clear purpose and role for the HR function and to develop and implement an HR strategy

## Course Outlines of Art of Human Resource Management

### DAY 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

### DAY 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

### DAY 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

#### DAY 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

#### DAY 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

## Registration form on the Training Course: The Art of Human Resource Management (Certified HR Professional)

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Fees: 6050 € Euro

Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

### Delegate Information

Full Name (Mr / Ms / Dr / Eng): .....  
 Position: .....  
 Telephone / Mobile: .....  
 Personal E-Mail: .....  
 Official E-Mail: .....

### Company Information

Company Name: .....  
 Address: .....  
 City / Country: .....

### Person Responsible for Training and Development

Full Name (Mr / Ms / Dr / Eng): .....  
 Position: .....  
 Telephone / Mobile: .....  
 Personal E-Mail: .....  
 Official E-Mail: .....

### Payment Method

- Please find enclosed a cheque made payable to Global Horizon
- Please invoice me
- Please invoice my company

### Easy Ways To Register

Telephone:  
+201095004484 to  
provisionally reserve your  
place.

Fax your completed  
registration  
form to: +20233379764

E-mail to us :  
info@gh4t.com  
or training@gh4t.com

Complete & return the  
booking form with cheque  
to: Global Horizon  
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