



International Payroll and HR Operations

Key program features

Study Program: International Payroll and HR Operations

1. Employee Lifecycle – From Hiring to Retirement (12 hours)

Recruitment (recruitment, selection, job offer)

Onboarding (data and document collection, contract generation, benefits administration)

Employee Transfers (promotions, transfers, lateral moves, demotions)

Contract Changes (working hours, contract extension, probation management)

Benefits Administration

Termination of Employment (voluntary, involuntary)

Offboarding/Retirement (exit interview, exit checklist)

Absence Management (leave management, working time, processes)

Operational Procedures (SOPs) in the context of global HR policies

HR Operations Models – Local vs. Shared Service Centers (SSC)

2. What is (Global) Payroll? (12 hours)

This section introduces students to payroll at both local and global levels, emphasizing its importance in today's global economy, labor market, and political environment.

Global Payroll Management Framework (GPMF)



Global payroll strategy

Global payroll management

Global payroll operating model

Global payroll delivery

Best practices for designing and implementing payroll systems tailored to organizational context

3. Global Payroll Operations (12 hours)

International Teams

Building international teams – Centers of Excellence (COE)

Compliance with local law

Employee data records – HCM and HRIS

Scalable solutions, outsourcing, and global providers

Global Payroll Process Mapping

Global SOPs vs. local SOPs

Process optimization, systems, and global standardization

Monthly Payroll Cycle

End-to-end payroll process

Payroll accuracy and controls (SOX compliance)



Payments and reporting

4. Global Mobility (12 hours)

Dynamics of the global workforce and the role of HR operations

Compliance and taxation for globally mobile employees

Strategic mobility and future trends in HR operations

International agreements and their operational implications

Operational links to global mobility or local/remote employment

Visas, immigration, and operational implications

Employer of Record implications in People Operations

5. Financial Aspects of HR Operations (12 hours)

IOCPR Method

IOCPR methodology

Seven types of changes/input data

Output reports and validation

Control procedures (SOX compliance)

Payment solutions

Financial aspects



Reporting (management, statutory, accounting, FP&A)

6. Project Management (12 hours)

Relationship management

Gantt chart

Project management golden triangle

Risk management

Budgeting

7. Human Resource Management (12 hours)

Ulrich Model

Talent development

Competency models

8. Basics of Accounting and Bookkeeping (12 hours)

Double-entry principle

General ledger

Balance sheet

Profit and loss account

Financial liquidity



9. Business Communication (12 hours)

International context

Kerry Petterson's Difficult Conversations Model

Emotional intelligence

10. International Management (12 hours)

Geert Hofstede's model

Cultural aspects

Kim S. Cameron and Robert E. Quinn's model

11. Change Management, Supervision, and Compliance (12 hours)

Change management: transformation and effectiveness

Service catalog and RACI

Business Process Management (BPM) and Continuous Improvement (CI)

Customer service mindset

ESG / CSRD

12. HRIS and HCM Solutions in a Global Context (12 hours)

Introduction to global HRIS

Ticketing and interactive systems



Global time and attendance systems

Prerequisites for global payroll

Case studies and best practices

13. Final Exam (2 hours)

Comprehensive final examination

Total Program Duration: 146 hours

This program is designed to provide participants with practical knowledge and skills in international HR and payroll management, preparing them for operational and strategic roles in global organizations.

<https://www.merito.pl/english/warszawa/our-offer/postgraduate-studies/programs/international-payroll-and-hr-operations>