Advanced Certificate in Human Resource Management

SHRM is proud to launch its rebranded globally recognized, real-world, practitioner-based *Master's Certificate in Human Resource Management* (HRM) as the *Advanced Certificate in Human Resource Management* (HRM) in the Middle East. A comprehensive, 8 Modules-based and experiential HR Certificate program derived from the same Body of Competency and Knowledge (SHRM BoCK™) used to develop the world-renowned SHRM-CP™ and SHRM-SCP™ professional HR certifications.

The Advanced Certificate program is uniquely designed: no prerequisites are required, and the learner can enter the program at any time. Plus, the complete Certificate program involves a wide variety of learning experiences including: group discussions, individual and group activities, case studies, toolkit development and a post-test reinforcement of learning at the end of each course week.

And for the first time since its launch, we are happy to offer our learners the complete program as a fully online interactive experience using industry-leading platforms for delivery that simulate a live, face-to-face classroom experience!

Assessment and Earning the Certificate

Following that and at the end of each module there will be a post-quiz composed of 15 knowledge-based, multiple-choice questions based upon the content covered during that module.

A passing mark of 73% (minimum 11 out of 15) is required on each post-quiz to be awarded the Certificate of Course Completion from SHRM.

Who Should Attend

This comprehensive HR certificate program is ideally suited for:
- HR generalist or HR specialist seeking to gain further practical skills and up-to-date insights in all the key domains of HR
- Individuals currently working in HR who lack a formal academic qualification in business or HR
- Individuals considering transitioning into an HR managerial role
- Individuals holding a professional HR or academic qualification acquired over 5 years ago
- Individuals who believe in competency-based, practical, real-world learning experiences
- HR practitioners who prefer an experiential learning environment combined with a shorter, less complex, knowledge-based exam to verify their learning
- Individuals seeking an HR qualification issued by the world's largest HR association – SHRM, but who may not (yet) be eligible to challenge the SHRM-CP or SHRM-SCP.

Module 1 - Workforce Planning

Module Overview

Strategic Workforce Planning enables the organization to meet its talent needs and close critical skill gaps using data-driven processes that inform HR initiatives. HR demonstrates strategic value by facilitating financial and operational growth, continuity, or stability. This module outlines a comprehensive, step-by-step approach to designing, implementing, administering, and maintaining an effective strategic workforce plan.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:
- Analyze the organizational environment, including future business challenges and their likely impact on the organization's workforce.
- Integrate workforce planning into the strategic plan of the organization.
- Describe the key steps to developing a strategic workforce plan, including analysis, forecasting, strategy development, and cost modeling.
- Create or refine a framework for your organization's workforce planning strategy.

Module Content

Lesson 1	Understanding the Need for Workforce Planning • Connecting Workforce Planning to the Organization
Lesson 2	Determining Stakeholder Engagement • The Importance of Workforce Planning • Executive Commitment
Lesson 3	Supply and Demand Analysis • Supply Analysis • Workforce Profile • Data Types • Historical Workforce Trends • Competency Assessments • Measuring Employee Attitudes • Demand Analysis • Strategic Direction • Staffing Trends • Workforce Analysis
Lesson 4	Gap and Solution Analysis • Gap Analysis • Solutions Design • Scenario Planning
Lesson 5	Implementation and Evaluation • Implementation & Communication

Module 2 - Human Resource Development

Module Overview

Human Resource Development aligns organizational business needs with employees' competencies, knowledge, and skills, effectively closing the gap between them. HR demonstrates strategic value by identifying and creating learning opportunities that increase employee capability and organizational knowledge. This module outlines a comprehensive, step-by-step approach to analyzing, designing, developing, implementing, evaluating an effective Human Resource Development (HRD) strategy and plan which is also aligned with both Career and Leadership Development.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:
- Explain the relationship between organizational culture, strategic vision, and Human Resource Development.
- Describe the scope and trends in Human Resource Development.
- Assess the Human Resource Development needs in an organization.
- Describe how a career development strategy links to organizational needs.
- Describe the role of leadership development in an organization.
- Apply Human Resource Development activities to support development.
- Apply appropriate learning methodologies to employee training and development.

Module Content

Lesson 1	Human Resource Development Strategic Connection
	- Defining Human Resource Development - The Scope of Human Resource Development - Organizational Impact - The Value of Remaining Competitive - The Value of Top Performers - Individual Value
Lesson 2	Assessing Organizational Needs
	- What is an Organizational Needs Assessment? - Steps of an Organizational Needs Assessment - Gather Necessary Information - Analyze Information - Devise a Plan - Potential Organizational Needs - Achieve Organizational Results
Lesson 3	Learning Methodologies
	- Adult Learner Characteristics - Elements & Types of a Formal Learning Program - Elements of an Informal Learning Program - The ADDIE Model

Lesson 4	Development Activities • Approaches to Development
Lesson 5	Career Development • Components of Career Development • How to Develop Employees • Roles in Managing Career Development • Individual Development Plan (IDP)
Lesson 6	Leadership Development • Leadership and Management • Understand Your Leaders • Preparing Potential Leaders

Module 3 – Talent Acquisition & Succession Planning

Module Overview

Talent Acquisition and Succession Planning encompasses the activities involved in building and maintaining a workforce in addition to identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions which are key to the success of the organization. HR demonstrates strategic value by developing, executing, and measuring individual and organizational success of the activities and programs related to sourcing, recruiting, onboarding, coaching, and retaining employees.

This module outlines a comprehensive, step-by-step approach to designing, implementing, administering, and maintaining a modern talent management system and maintaining an effective Succession Planning program.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:

- Identify the importance of Talent Acquisition and where it fits into the overall Human Resources and Business strategies.
- Describe how to develop and implement a talent acquisition strategy.
- Describe how a strong employment brand attracts the most qualified applicants.
- Identify how to effectively source, interview, and evaluate candidates through interviewing, testing, and background investigations.
- Understand the importance of Succession Planning.
- Work through a Succession Planning model, step by step.

Module Content

Lesson 1	Talent & Organizational Connection
	- Defining Talent Acquisition - Connecting Talent Acquisition to the "Big Picture" - The Talent Acquisition Plan and Approach - Trends in Talent Acquisition
Lesson 2	Employment Branding
	- Why Have an Employment Brand? - Goals of an Employment Brand? - Building an Employment Brand
Lesson 3	Recruiting
	- Why is an Effective Recruiting Approach Important? - Influences that Impact Recruiting - Creating a Strategic Recruitment Plan
Lesson 4	Sourcing & Targeting
	Types of Job Seekers

	• Recruiting Sources • Creating a Sourcing Plan
Lesson 5	Interviewing • Setting the Selection Criteria • Goals of Interviewing • How to Conduct Interviews
Lesson 6	Evaluation & Selection • Formulating a Selection Philosophy • Selecting the Finalist
Lesson 7	Onboarding • What is Onboarding? • How Onboarding Impact on the Organization • Key Onboarding Activities • Sample Onboarding Model
Lesson 8	Succession Planning • Understanding the Organization and the Succession Planning Relationship • Developing and Implementing a Succession Plan

Module 4 – Human Capital Analytics

Module Overview

Human Capital Analytics (sometime called Predictive Analytics) is fast becoming the means by which HR earns its seat at the decision-making table. Evidence-based HR starts with a clear and objective understanding of the relationship between data, information and knowledge followed by identifying, prioritizing and communicating the information which is most impactful in organizational decision making. This module explores how to gather and analyze pertinent HR metrics which have organization-wide implications including how to properly communicate those findings to drive better decision making.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:

- Methodically and systematically understand the basics of human capital analytics.
- Clarify the difference between metrics, analysis and (human capital) analytics.
- Encourage a shift from activity-based HR measures to organization-wide analytics which provide better insight for predictive decision making.
- Decide and prioritize what to data to measure and why.
- Determine which data gathering methods and sources are most appropriate.
- Develop and determine basic KPIs (Key Performance Indicators).
- Demonstrate basic methods for reading and presenting data to drive organizational decisions.
- Identify tools and technique used to further analyze data and support decision making.
- Interpret and prioritize standards versus measures.
- Diagnose your organization's maturity level / stage in terms of (human capital) analytics.
- Appreciate current trends which are making analytics even more relevant.

Module Content

Lesson 1	Introduction to Human Capital Analytics
Lesson 2	What to Measure and How to Collect Data • Measurement and Data Requirements • Defining Research Questions • Key Performance Indicators
Lesson 3	Analyzing Data and Interpreting Results • Workforce Analytics Highlights • Application of HR Analytics • Data Visualizing and Modeling
Lesson 4	Communicating and Presenting Findings • Preparing & Presenting Results
Lesson 5	Human Capital Maturity • Analytics Maturity

Module 5 – Total Rewards

Module Overview

Total Rewards encompasses direct and indirect remuneration approaches that employers use to attract, recognize, and retain workers. HR demonstrates value by designing and administering systems and programs (e.g. base pay, benefits, incentive pay, leave, perquisites, retirement) that support recruitment and retention efforts. This module outlines a comprehensive, step-by-step approach to designing, implementing, administering, and maintaining a compensation system.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:

- Discuss key issue that affect compensation structures and systems
- Design a compensation structure
- Administer and maintain a compensation system that aligns with an organization's mission and vision
- Effectively communicate details of compensation plans, both initially and when they are changed
- Describe incentive pay and types of pay plans for select employees

Module Content

Lesson 1	Introduction to Compensation
	• Total Rewards
	• Direct versus Indirect
	• Trends in Compensation Approach
Lesson 2	Legal Concepts that Impact Compensation
	• Employment Laws
	• Laws versus Policies
	• Standards (legal) versus Best Practices
Lesson 3	Designing a New Compensation Structure
	• Tying Compensation to Business Needs and Organizational Culture
	• Compensation as a Part of Total Rewards
	• Broadbanding
Lesson 4	Implementing, Administering, and Maintaining a Compensation System
	• Issues with Pay Adjustments or Pay Administration Decisions
	• Compliance
	• Pay Increases
	• Pay Variations
	• Measuring Effectiveness – Evaluating the Compensation System

Lesson 5	Compensation Communication
	• Communicating Your Initial Plan
	• Communicating and Announcing Changes

Lesson 6	Incentive Pay
	• Types of Incentive Pay Plans
	• Monitoring Incentive Pay Plans
	• Commonly Used Metrics
	• Pay Plans for Select Employees

Lesson 7	Compensation for M&A and International Assignments
	• Mergers and Acquisitions
	• International Compensation
	• Recent Compensation Developments
	• Compensation Resources

Module 6 – Employee Engagement

Module Overview

Employee Engagement solidifies the connection and relations among employee, manager, and the organization's mission, vision, values, and goals. HR demonstrates value by understanding and leveraging the employer-employee relationship from both individual and organizational perspectives, developing effective strategies to address appropriate expectations for performance and behavior from employees at all levels. Key considerations include: culture, work-life balance, ethics and CSR. This module uses a real-world case study capstone lesson to reinforce the learning objectives.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:

- Recognize the importance of employee engagement and workplace culture have on your management team, HR strategy, and overall organizational.
- Define your engagement HR strategy based on organizational vision and goals.
- Recognize the difference between employee engagement and job satisfaction.
- Describe how employee engagement influences the achievement of business goals and objectives.
- Apply motivation techniques during key employee milestones to gauge and respond to employee engagement levels.

Module Content

Lesson 1	Understanding Your Organization
	• Exploring Organizational Culture
	• Positive Organizational Culture
	• Formulating an Engagement Strategy
	• Corporate Social Responsibility
	• Leadership and Employee Engagement
Lesson 2	Employee Engagement
	• Employee Satisfaction
	• Motivation
	• Defining Engagement
	• Types of Engagement
	• Engagement Roles
	• Engagement Behaviors, Drivers and Barriers
	• Measuring Engagement
	• Employee Lifecycle

Module 7 – HR Business Partner

Module Overview

Develop the necessary skills to become an effective HR business partner and maximize the value of HR in your organization. Explore the positive impact of the HR business partner role and how the use of an HR business partner structure improves HR services across an organization. How to build a business case and engage in group discussions to enhance your consulting skills, business acumen and analytics to strategically contribute to organizational goals.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:

- Identify key leadership skills for HR Business Partners.
- Demonstrate effective internal consulting skills.
- Demonstrate business acumen and an understanding of the financial drivers of company performance.
- Align your recommendations with the strategic direction of the organization.
- Create and deliver a compelling presentation to inform and influence others.

Module Content

Lesson 1	Performance Expectations for HR Business Partners • Performance Expectations
Lesson 2	Internal Consulting Skills • Internal Consulting Skills • Internal Consulting Process
Lesson 3	Business Acumen • What is Profit? • The Income Statement • The Concept of Cash Flow
Lesson 4	Align Projects with Strategic Direction • Business Cases • Purpose of a Business Case • Writing a Business Case • Common Mistakes
Lesson 5	Leadership Skills for HR Business Partners • Build Your Skill as a Strategic Contributor • Track Metrics that Managers Value • Ensure HR Role is Running Smoothly • Move Towards a Partnership Role

Module 8 – Strategic Human Resources

Module Overview

Strategic HR involves organizational planning to achieve success and create value for stakeholders. HR demonstrates value by contributing its perspective and expertise to development of the enterprise strategy, and by developing, implementing, and evaluating an HR strategy aligned with the organization's goals, values, and tactics, as defined in the enterprise strategy. A case study is used at the end of each lesson to reinforce the learning objectives.

Module Learning Objectives

This module is designed to provide you with the knowledge and skills necessary to:

- Define and describe organizational strategy and recognize the major components of a good organizational strategy.
- Create an HR strategy that is linked to an organizational strategy.
- Create an HR strategy implementation plan in order to execute strategy.

Module Content

Lesson 1	Understanding Organizational Strategy • Defining organizational strategy • Five Types of Organizational Strategies • A 6-Step Approach to Strategic Planning • Developing, Creating & Choosing Metrics
Lesson 2	Formulating an HR Strategy • Relationship Between Organizational Goals and HR Goals • HR strategic plan objectives • HR Strategic Plan Steps
Lesson 3	Creating and Executing an HR Implementation Plan • Creating an execution plan for the HR strategy • Change management process • Other considerations when executing the HR strategic plan