

# HUMAN CAPITAL MANAGEMENT (HRMD1-CE)

## HRMD1-CE 1000 Interviewing in a Multigenerational Environment (1.5 Credits)

For the first time in American history, five generations of workers—ranging in age from early 20s to late 60s—are interviewing prospective candidates in the same workplace. This experience is akin to mixing the cultural differences and dynamics that get played out at a holiday meal with the complex and sensitive issues that come with hiring qualified candidates. How does a job applicant prepare for this hiring environment? This course is a good fit for prospective job applicants and hiring professionals alike. If you are a prospective job applicant, this course will prepare you to be interviewed by members of four different generations and will equip you with the elements to be selected. Additionally, gain key insights on how to be interviewed and how to convince team members of each generation why you are the right person for the job. Also, learn how to create and demonstrate a work culture that is friendly to multiple generations, which is necessary for employee selection. Become familiar with generational attitudes toward work and team selection, and explore what these attitudes mean for your organization in terms of communication, management, and employee benefits.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## HRMD1-CE 1001 Effective Performance Management (1.5 Credits)

This course provides an overview of performance management: what it is, what its benefits are, and how it is applied in most organizations. Learn how to develop effective performance management systems that involve goal setting, coaching and feedback, motivation, measurement of performance against goals, performance appraisals, and employee development. In addition, gain an understanding of how employee coaching and leadership development tie in closely with succession planning through the development of high-potential employees and identification of successors for senior-level positions within an organization. We also will watch and defend a mock performance appraisal review, listen to two guest speakers discuss new best practices in performance management, and review and implement new and experienced manager training.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## HRMD1-CE 1002 Building and Managing a Gender-Inclusive Team (2 Credits)

This course provides managers and HR professionals with an understanding of the role that each department has in enforcing gender-equitable practices so that everyone has the opportunity to succeed. Case studies and hands-on assignments guide managers through data-driven methods for successfully building a sustainable workforce through gender-diverse hiring and retention practices. Assignments and lectures focus on identifying and avoiding trends that deplete human capital resources, with the goal of fortifying competitive position in the marketplace. The course identifies and examines strategies for strengthening industry workforce and profits as a whole, while highlighting human resource and communications best practices that benefit employees and employers through short- and long-term economic scenarios and trends. Bolster your position in the marketplace by learning to recruit, retain, and develop women leaders through gender-balanced practices in a team environment. Learn the benefits of creating a better work environment for all employees. Compare male and female career paths to understand why gender myths exist and what trends can hold people and profits back.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## HRMD1-CE 1003 HCM Introduction to Statistics (1 Credit)

In this course, students will gain a foundation in what is called "model thinking" (i.e., the art of exploring the statistical properties of a dataset so as to choose the most appropriate statistical model). The course will start with statistical first moments—means, medians, and distributions—so that the students all have a strong foundation in the basics. Then, it will gradually move up to statistical inference—which is about deriving modeled estimates and testing the soundness of one statistic versus another. In an effort to make the material more engaging and real-world applicable, the course will be taught, primarily, through R programming (a free, open-source programming language, most famously used for statistical analysis). Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## HRMD1-CE 2000 An HR Professional's Role in Learning and Development (2 Credits)

HR professionals encounter questions about learning and development related to every phase of the employee life cycle, from forecasting and on-boarding to performance management, retention, and engagement. This foundational course will improve your own training skills as an HR professional in order to ensure the ongoing development of your organization's employees. Practice navigating each phase of a tried-and-true model for effective training design and delivery, become adept at recognizing what skills and knowledge will be necessary to your organization in the future, and aid current employees in attaining them. Learn how to position your organization so that professional development becomes a benefit for prospective and current employees, and explore the sensitive issues involved in training union employees.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9300 Foundations of HR: Recruitment and Selection (2 Credits)**

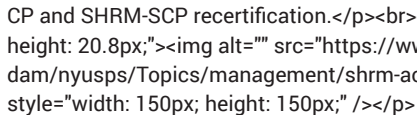
In this continuation of the *Foundations* series, study how successful personnel departments find, recruit, select, and place applicants from all levels. Discuss in-house recruitment techniques, resource allocation, on-campus recruitment, and executive placement. Focus on locating and attracting hard-to-find skilled personnel, abiding by EEO regulations, and implementing affirmative action programs. Improve your selection methods by honing skills, such as reading a resume; properly, designing a good application form, testing applicants and evaluating their results effectively, and checking references. Participate in valuable role-playing exercises, and benefit from real-world case analyses.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9301 Job Analysis, Descriptions, and Evaluations (2 Credits)**

Human resource professionals, supervisors, and managers benefit from this comprehensive overview of the basics of job analysis, job description preparation, and employee evaluation. A job analysis identifies all duties and tasks that make up a single job function. Job descriptions are used for a variety of reasons, such as determining salary levels, clarifying missions, establishing titles and pay grades, conducting performance reviews, creating reasonable accommodation controls, and as a tool for recruiting. Job evaluation is the process of comparing a job against other jobs within the organization to determine the appropriate pay rate. This program is valid for 24 PDCs toward SHRM-CP and SHRM-SCP recertification.



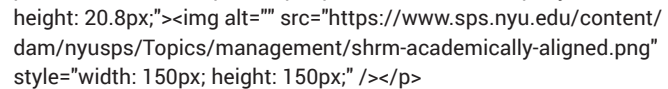
**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9302 SHRM Certification Preparation (3 Credits)**

This course includes full access to the NEW 2024 SHRM Learning System; SHRM's global HR credentials—the SHRM Certified Professional (SHRM-CP) and the SHRM Senior Certified Professional (SHRM-SCP)—offer growth, advancement, and recognition. These credentials are based on extensive global research involving employers, academics, and practicing HR professionals at all levels to ensure they maintain an industry-leading level of excellence and relevance in this ever-evolving profession. This course is designed for SHRM credential candidates who want to prove their knowledge, competency, and value to colleagues and to employers looking for a competitive edge in today's global economy. This advanced human capital management course combines expert instruction with the 2024 SHRM Learning System, so you will learn faster, retain more knowledge, and stay on track for success on the exam.

Registering at least three weeks prior to the course start date is highly recommended. For details on upcoming courses, contact us at [sps.hcm@nyu.edu](mailto:sps.hcm@nyu.edu?subject=SHRM%20Certification%20Preparation%20Course%20Inquiry).



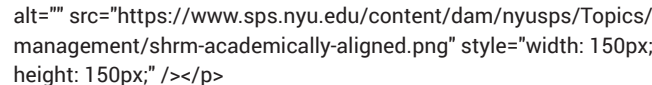
**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9303 Foundations of HR: Practices and Techniques (3 Credits)**

This course offers a complete survey of human resources for those interested in launching a career in the field or for those who need a comprehensive refresher. Sessions cover the philosophy and management objectives of the generalist HR department, such as job design; recruitment techniques; rules and discipline implementation; and employee orientation, training, development, appraisal, compensation, and benefits. This course prepares you to put the most up-to-date human resources practices into action. This program is valid for 24 PDCs toward SHRM-CP and SHRM-SCP recertification.

Registering at least three weeks prior to the course start date is highly recommended.



**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9304 Employee Benefit Programs (2 Credits)**

This course is designed for human resource generalists, staff specialists, and anyone who needs a working knowledge of the wide variety of employee benefit programs now available. Learn the current scope and cost per employee of benefit programs and insurance coverage plans, prevalent industry patterns, and the differences in such programs. Understand the flexible—;or “cafeteria” approach; statutory coverage; communications concepts and techniques; and the characteristics of typical plans, including pensions, healthcare, disability protection, profit sharing, and dental care.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9305 Employee Relations: A Supervisor's Survival Guide (1.5 Credits)**

Supervisors and human resource specialists can help improve employee relations with this refresher course. Develop effective employee policies and procedures, modify your existing employee handbook, and address employee performance and development issues constructively. Learn progressive discipline writing techniques and how to create effective warning letters to document poor performance, conduct and document workplace investigations, handle complaints from federal and state agencies, compose position statements, negotiate settlements and release agreements, and conduct exit interviews. The course integrates practical information from guest speakers with video sessions, lectures, and case studies.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9306 Managing Mergers and Acquisitions: Human Resource Issues and Challenges (2 Credits)**

Nearly 12,000 mergers and acquisitions (M&A) took place in 2010. HR professionals and their advisors strongly contribute to the analysis, integration, and success of M&As. Take an in-depth exploration of due diligence, handling communications, and the integration of cultures and people into the M&A process. Topics include M&A goals and divestitures, the critical role of HR, the types of transactions that impact HR maintaining confidentiality, closing the transaction, integration communications, and integration staffing.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9308 Compensation: Competitive Pay Programs (2 Credits)**

Human resource specialists and generalists challenged with developing, implementing, and managing compensation plans and programs can gain valuable insight by taking this comprehensive overview. Focused on finding pragmatic solutions to compensation challenges, this course covers such topics as direct and indirect compensation categories and their objectives, implementation practices, job pricing, short- and long-term incentives, and communication. Learn how to link compensation to business strategy and how to manage compensation expense and expectations.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9312 Design Thinking (1 Credit)**

The use of human-centered design thinking has transformed the consumer experience and created new technology-first companies that captured the market share from incumbents. These companies transformed their product design, manufacturing, operations, supply chain, support, and pretty much everything else to be aligned to their ability to delight customers. Optimization for intuitive interfaces and process, simplicity and delight, personalization, and analytics was used throughout to inform decisions, recommendations, and continuous improvements. Now, this type of thinking is starting to be explored inside many organizations in the context of employee experience. HR has an opportunity to step into the role of intermediary across multiple groups and to shape the integration of the workplace experience across the physical and technical realms. The goal of this transformation is to maximize the effectiveness of workers, eliminate inefficiencies, increase collaboration, create opportunities for innovation, and strengthen the organizational culture and cohesiveness. In this course, you will explore the interactions among the changing nature of work, new technologies, and human-centered design principles and analytics, all of which provide opportunities to improve the workplace experience. You will evaluate the collective impact of all these elements on HR and the implications of working in a digital workplace. Upon completion of the course, you will be able to translate user wants and needs into intuitive digital experiences that power performance, loyalty, and workplace success. You will reflect on the growing role of HR in shaping the workforce experience through the digital workplace design.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9313 HCM Data Analysis Using Excel (1 Credit)**

Microsoft Excel is one of the most basic yet effective tools for data collection, visualization, and analysis. It doesn't require any IT programming knowledge, yet it enables smart analytical solutions for all professions. The course will cover advanced Excel concepts for applying analytics to human capital management (HCM) data. Learn to communicate using data, be it for descriptive or advanced predictive analytics. The course will cover key statistical concepts like hypotheses testing, data distribution modeling, regression, and data clustering. Through practical examples and hands-on classroom exercises, gain the skills to analyze large data sets and learn how to apply the techniques to real-world business problems. By the end of the course, create an interactive HR dashboard from scratch to display data using power query and power pivot tools.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9314 Data Visualization for HCM (1 Credit)**

The collection and analysis of, as well as the insights from, data are important in running every aspect of the enterprise, including human capital management (HCM). With vast amounts of data created at an ever-increasing speed, it becomes even more critical to create a common visual language to understand and interpret the data and to communicate insights. The ability to present data visually for any type of audience—using a mix of numbers, images, and graphs—is a critical skill for today’s business leaders. In this course, explore different principles and best practices for communicating data and creating visual stories using a wide variety of tools such as Tableau. Having completed this course, you will be able to pick the appropriate visual representation for data. The course starts with the fundamentals of visualization and databases, and subsequently focuses on advanced features to plot time series and maps, create dashboards, and eventually publish visual stories. Topics covered will include fundamentals of data visualization and historical perspective and primary data analysis using SQL. Also, learn about knowing your audience, choosing the right visuals, and publishing.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9315 Introduction to Data Science Methods in R & Python (1 Credit)**

An increasing mandate for many HR functions worldwide is to adopt tools for processing and analyzing large amounts of workforce data quickly, efficiently, reproducibly, and at scale, from a variety of sources. This course provides the necessary foundation for collecting, manipulating, visualizing, and analyzing a variety of common HR data sources principally in the R programming language, but with some exercises and instruction in getting started with Python towards the end. Learn how to write R and Python code to handle common HR reporting tasks, understand relationships between phenomena in the workforce, analyze large amounts of text information from sources like employee surveys, and more—all in an automated and reproducible manner.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9316 Database Management Using SQL (1 Credit)**

Most HR data lives in organized collections of tables called relational databases. Querying and aggregating data from these databases by using SQL (Structured Query Language) enable analytics to be performed on multiple data sets very quickly and efficiently. As an experienced HR professional, this course will equip you to use SQL to query data from relational databases. This course assumes no knowledge of SQL. The focus will be on hands-on learning, using HR data to work through typical examples encountered when working in the fast-growing discipline of people analytics. Topics will include running basic queries, generating statistics, and querying multiple tables.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9370 Equal Employment Opportunity Law and Personnel Practices (2 Credits)**

Equal employment opportunity (EEO) law is a dynamic area within human resources that focuses on workplace discrimination and personnel practices. This course, while designed for HR practitioners, also is useful for attorneys and nonlegal professionals, as it fulfills a diverse set of needs. Learn how to untangle overlapping and complementary features of EEO laws as a group and to provide ready answers that may arise under EEO law. This course highlights key cases, legal scenarios, and major topics.

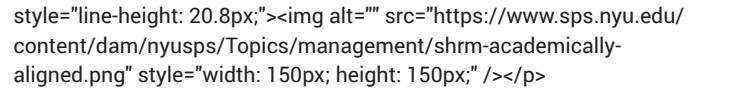
**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9371 Employment Law (2 Credits)**

This course will allow students to concentrate on the areas of law governing employee rights in the workplace. Specific topics will include employment contracts and wrongful termination; laws against discrimination, harassment, and retaliation; disability discrimination; privacy rights; family leave rights; and the Fair Labor Standards Act. Other subjects will include handling EEOC complaints and working with legal counsel on the resolution of those complaints. The emphasis in this course will be placed on intensive coursework, class presentations, and case studies. This course will inculcate students with the necessary information to minimize legal exposure by advising an organization on a variety of legal issues. This program is valid for 24 PDCs toward SHRM-CP and SHRM-SCP recertification.

Registering at least three weeks prior to the course start date is highly recommended.



**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9372 How to Leverage the Global Workforce (1.5 Credits)**

Regardless of the size of your company, you may employ, or consider employing, people who do not reside in the United States. Examine legal issues, including employment and immigration law and organizational development, management, and cultural issues. Topics include employment law, immigration law, managing multinational teams, managing in a multicultural environment, and managing conflict with different communication strategies.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9373 Labor-Management Cooperation (2 Credits)**

Examine the labor-management cooperation skills, techniques, and cutting-edge strategies used to resolve conflicts between unions and management, from mutual gains to “win-win” bargaining. Navigate the dynamics and nuances of union and management relationships to gain fresh perspectives that promote compromise and collaboration. This course covers a breadth of learning styles, including visual, auditory, and kinesthetic methodologies. Assignments include a conflict introspection; think, pair, and share exercises; small group exercises in which students work in teams; and large group exercises centered around understanding mutual gains.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes



**HRMD1-CE 9406 HR Workforce Analytics (2 Credits)**

Metrics and analytics are now standard requirements for efficient and sustainable HR strategies. This course provides the necessary foundation to develop metrics that analyze historical data, measure current issues, and predict future trends. Learn how to improve HR functions, to strengthen recruitment success rates, to manage and evaluate employee performance, and to provide actionable analytics reporting.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9407 Building Dynamic, Collaborative Teams (1.5 Credits)**

Studies have shown that coworker quality has now outpaced financial compensation when it comes to retaining organizational talent. As a result, managers and leaders need to cultivate an organizational environment that engages and sustains employee interests and motivation. Gain the skills necessary to build not only dynamic, collaborative teams but also a sustainable company culture that cultivates teamwork, employee engagement, motivational feedback processes, peer-to-peer coaching, talent management techniques, and mixed-hierarchy management.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9408 Global Talent Management (1.5 Credits)**

Global talent management, when implemented properly, can unlock the potential of employees, accelerate the achievement of business objectives, build critical business competence with simple and consistent frameworks to help employees meet strategic goals, leverage the talents and passions of every member of a multinational organization, and foster loyalty among employees. Topics covered in this course include exploring the right cultural “fit”; finding the right professionals for the right positions in the global environment with global mobility; determining which models inform good decisions; and handling succession planning, performance reviews, and leadership development. In class, discuss implementing strategies for employee retention, employee engagement, diversity and inclusion, and training needs. Gain the skills as an HR professional to work effectively across functions and geographical regions and to establish business alliances, all the while acquiring an understanding of how to lead the global workforce.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9409 Sustainable Wellness Programs (1.5 Credits)**

With companies and organizations placing greater emphasis on health in the workplace, the demand for well-being leaders has been growing steadily year by year. This course helps new and experienced HR and business professionals to learn the most effective methods to successfully research, implement, monitor, and sustain wellness programs. Topics include individual and group health needs; metrics and evaluation of wellness programs; individual behavior, engagement, and motivation; employee work/life balance; exercise, nutrition, and stress management; and the use of social gaming to reduce stress. Gain the ability to successfully implement, measure, engage, and sustain a workplace wellness program.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9410 Talent Assessment (2.5 Credits)**

From selection to development, there is a useful assessment for nearly every role, competency, and goal. When organizations invest in talent management and assessment, they are investing in identifying, measuring, and developing strengths that will allow their workforce and their leaders to execute the business strategy successfully. This course allows professionals to learn about and evaluate a multitude of assessment resources and tools, such as personality, cognitive ability, aptitude, emotional intelligence, situational judgment, self and team development, and pre-employment background checks. Professionals will learn how to translate strategic goals to ensure organizational competencies are met in the hiring process. Through interactive group and individual activities, learners will apply lessons learned and best practices to ensure optimal results in various types of organizations. This course will benefit professionals who have experience working in recruitment and learning and development. This program is valid for 24 PDCs toward SHRM-CP and SHRM-SCP recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9411 Human Capital Management Intensive (4.5 Credits)**

This program is designed for professionals who want to develop foundational and practical knowledge of human capital management. Learn and practice how to apply the skills, techniques, assessments, and tools that are used to achieve, retain, and sustain individual and organizational effectiveness. Topics include HR practices and techniques, recruitment and selection, job analysis and descriptions, compensation, U.S. fair employment law and practice, global talent management, mergers and acquisitions, leadership, and motivation.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9500 IT Business Leadership (0 Credits)**

It is no longer enough for IT leaders to deliver quality systems on time and on budget. Today's IT leaders must deliver business solutions to drive competitive advantage. They must transform IT into a next generation learning organization at every level to unleash high performance and innovation. This requires a business mindset coupled with cultural values that build leaders at all levels who can learn from failure, apply those learnings and teach others that application. This course enables students to explore the transformative challenge facing IT today and to develop their solutions by living them through direct interaction with the problems and senior IT leaders.

In this course students live the learning through intense case study learning, team projects, interaction with the CIO and his leadership team and ongoing team and self-assessments. Students will:

- Gain a comprehensive understanding of the new role of IT as competitive advantage and extensively practice their learnings
- Build individual performance profiles and development plans
- Prepare and execute plans to build leaders at all levels of IT to drive high performance and innovation
- Use gamification to drive performance and innovation
- Create rewards strategies to drive engagement and performance across IT
- Create living case studies to teach the application of learnings from failure
- Virtually teach the entire IT organization online key case study applications to drive performance
- Use internal social media to create sustainable employee engagement and clear communication
- Interact regularly with the IT Leadership Team and receive ongoing feedback

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9501 STRATEGIC THINKING AND TRANSFORMATIONAL LEADERSHIP (0 Credits)**

This course students live the learning through intense case study learning, team projects, interaction with the CEO and his leadership team, ongoing team and self-assessments, and a strategic based capstone project.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9510 Fundamentals of People Analytics (1 Credit)**

Today, the human capital function in organizations has been recognized as delivering strategic value. Business leaders are requesting metrics and analytics to drive talent decisions. A recent analysis by PricewaterhouseCoopers (PwC), a consultancy, predicts that the strongest demand will be for business people with analytical skills, rather than just data analysts. As a result, the HR function is increasing in complexity to meet the dynamic demands of the business. Professionals in the field need to know how to apply analytic techniques and effectively communicate the results to inform the business. This course will lay out the foundational knowledge as a precursor to a robust analytics and technology program. Beginning with the fundamentals, students will identify human capital issues in the workplace and learn to apply metrics that can yield insights into the workforce. The pace of business change is increasing rapidly due to the advent of powerful technologies and applications. It is no longer acceptable to be a technology laggard—it is essential to be ahead of the curve in order to stay competitive and succeed.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9511 Drive Business Performance with Diversity, Equity, and Inclusion (1 Credit)**

According to McKinsey research, gender and ethnic/cultural diversity, particularly within executive teams, continues to be correlated to financial performance, across countries worldwide. This course examines the value and impact of leadership and team diversity on business performance. Participants will examine the key levers of diversity; analyze various correlations and impact on performance; develop strategic plans for sustainable diversity, equity, and inclusion (DEI) practices, and harness the cultural capital of DEI resource groups.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9512 Inclusive Team Leadership: Coaching for Peak Performance (1 Credit)**

This course explores strategies and tactics by which students can promote the cultivation of inclusive environments within organizational teams. The content centers on introductions to and practical applications of leadership theory related to inclusion and group coaching. Through pre-work activities and in-class discussions and presentations, students discover actions leaders can take to foster inclusion and belonging within and among their workgroups.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9513 Data-Driven Metrics to Inform Your Organization's Diversity, Equity, and Inclusion (1 Credit)**

There isn't an area of business unaffected by diversity, equity, and inclusion (DEI). When employees feel a sense of belonging at work, they are more likely to participate and become engaged in their work and devote their time and energy to improve outcomes in partnership with people around them. Organizations that are most impactful in cultivating cultures of belonging utilize data and analytics-based insights well beyond the HR function. Access to behavioral, talent, and observational data provides a more holistic depiction of gaps and areas of opportunity across the organization. In this course, develop deeper DEI analytics capabilities, which are essential to connecting internal and external data sources with insights into ecosystems of partners and competitors.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9514 Improve Diversity Hiring with Technology (1 Credit)**

Integrating new technology into the flow of people engagement is an established practice that adds distinctive elements to the further enhancement of the candidate experience. Organizations often fail to consider the digital enablement of talent and hiring to transactional applicant tracking tools or HR enterprise software.

To build impressionable and inclusive connections to talent segments that are increasingly diverse and digital, leaders must outline a blueprint for people centric prospecting and onboarding.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**HRMD1-CE 9601 Strategic Workforce Planning (2.5 Credits)**

Organizations are seeking to leverage human capital to differentiate and gain a competitive advantage in today's rapidly changing business environment. One significant advantage often comes through talent strategies linked to business strategies. Strategic Workforce Planning (SWP) connects talent strategy to actionable, integrated talent management and business plans. SWP practitioners play the role of diagnostician, analyst, educator and solution orchestrator to focus human resources (HR) and organizational resources for maximum impact within their organizations.

In this course, students will learn SWP processes and techniques grounded in a data-driven approach. There will be a heavy focus on the practical application of SWP in today's business context. Students intending to pursue careers in any HR domain will benefit from this course.

Registering at least three weeks prior to the course start date is highly recommended.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes