FUTURE PATH EDUCATION

Strategic Human Resource Management Certificate
Certified Human Resources Strategist (CHRS)

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Course Details

Course Title	**Strategic Human Resource Management Certificate**
Course Description	The Strategic Human Resource Management Certificate is an academic certificate program demonstrating expertise and knowledge upon passing the entire set of quizzes and exams. Quizzes and exams are all multiple choice and provide the opportunity for students to retake as necessary with a passing score of 85% or greater demonstrating mastery. An overall score of 95% or better will be noted on certificate as Distinction. The Certified Human Resources Strategist (CHRS) is a certification exam that can be taken independent of the Strategic Human Resource Management Certificate program. The CHRS certification is a 4 hour, 200 question multiple choice exam covering the content in the Strategic Human Resource Management Certificate program. The proctored certification exam upon passing with a score of 75% or greater indicates certifying the knowledge and expertise in applying the knowledge professionally. The certification allows the use of the CHRS™ credential for 5 years before renewing.
Credit Hours	For each module, plan 90 minutes to read each chapter and 30 minutes for notes and review. Don't forget extra time for quizzes and exams, including retakes for practice. 95 chapters: 120 minutes per chapter (90 minutes reading + 30 minutes review) totals 190 hours. Chapter quizzes: 45 minutes each, with retakes for practice, adds up to 142.5 hours. Final exams for 7 modules: 2 hours each, totaling 28 hours with practice and retakes. In total, you'll need about 360.5 hours: 190 hours for reading and review, 142.5 hours for quizzes and retakes, and 28 hours for final exams.

Module Textbooks

Textbooks used for the Strategic Human Resource Management Certificate include all support materials, expert session videos, PowerPoint slides, and eBooks. The Strategic Human Resource Management Certificate program has 7 full modules.

1	**Human Resource Management**	Version 4.0 by Laura Portolese, Published: June 2022
2	**Mastering Human Resource Management**	Version 2.0 by Derek Crews, Published: December 2024
3	**Human Relations: Career, Relationships, and You**	Version 4.0 by Laura Portolese, Published: March 2023
4	**Organizational Behavior: Bridging Science and Practice**	Version 5.0 By Talya Bauer and Berrin Erdogan, Published: November 2024
5	**Principles of Talent Development**	Version 1.0 By Derek Crews, Published: September 2023
6	**Organizational Communication: Theory, Research, and Practice**	Version 2.0 By Jason S. Wrench, Narissra Punyanunt-Carter, and Mark Ward Sr., Published: July 2023
7	**The Art of Leadership and Supervision**	Version 2.0 by Laura Portolese, Phil Upperman, and Robert Trumpy, Published: June 2023

Module 1: Human Resource Management

2022 Edition by Laura Portolese, Publisher: FlatWorld

The field of Human Resource Management (HRM) is at the heart of building thriving organizations, fostering a motivated workforce, and creating inclusive workplaces. This book provides a comprehensive guide to understanding the principles and practices of HRM, blending theoretical insights with practical applications. From recruitment and selection to training, development, and employee engagement, this book equips readers with the tools needed to manage human capital effectively in today's dynamic global environment. By the end of this course, you'll be prepared to implement strategic HR initiatives, drive organizational success, and adapt to the evolving challenges of managing people in the modern workplace.

Learning Objectives:
- ✓ Understand the foundational concepts and strategic importance of Human Resource Management in organizations.
- ✓ Learn to develop and implement HRM plans that align with organizational goals.
- ✓ Explore diversity and inclusion practices to foster equitable and inclusive workplaces.
- ✓ Master the processes of recruitment, selection, and onboarding to build high-performing teams.
- ✓ Gain insights into compensation and benefits strategies that attract and retain top talent.
- ✓ Enhance employee motivation and engagement through effective retention strategies.
- ✓ Design and implement impactful training and development programs.
- ✓ Develop skills to manage employee performance, assessment, and talent development.
- ✓ Understand labor union relations and navigate collective bargaining processes.
- ✓ Promote workplace safety and health, ensuring compliance with regulations and fostering well-being.
- ✓ Analyze the complexities of international HRM and adapt practices for global workforce management.

Chapters / Units:

- Chapter 1: What Is Human Resource Management?
- Chapter 2: Developing and Implementing Strategic Human Resource Management Plans
- Chapter 3: Diversity and Inclusion
- Chapter 4: Recruitment
- Chapter 5: Selection
- Chapter 6: Compensation and Benefits
- Chapter 7: Retention, Motivation, and Engagement
- Chapter 8: Training and Development
- Chapter 9: Successful Employee Communication
- Chapter 10: Employee Performance Management
- Chapter 11: Employee Assessment and Talent Management
- Chapter 12: Working with Labor Unions
- Chapter 13: Safety and Health at Work
- Chapter 14: International Human Resource Management

Module 2: Mastering Human Resource Management
2024 Version from Derek Crews, Publisher: FlatWorld

In today's competitive and ever-changing business environment, human resource management (HRM) plays a pivotal role in driving organizational success. This book provides a comprehensive exploration of HRM's strategic alignment with business goals, offering a blend of theoretical frameworks and practical applications. You'll discover how HRM contributes to creating a sustainable competitive advantage by fostering a culture of diversity, mutual respect, and employee engagement. Through engaging case studies, real-world examples, and actionable insights, you'll develop expertise in key HR functions such as talent recruitment, onboarding, performance management, and development. The book emphasizes compliance with employment laws and the use of talent analytics to make data-driven decisions across HR processes. It also highlights the importance of effective communication and relationship management skills for collaborating with management, employees, and vendors.

By the end of this module, you'll be equipped with the knowledge and tools to design HR strategies that not only meet organizational needs but also inspire a high-performing and inclusive workforce.

Learning Objectives:

After completing this module, a student should be able to:
- ✓ Accurately assess the role of human resource management in creating organizational competitive advantage through alignment with business strategy.
- ✓ Comply with the legal regulations that apply to the terms and conditions of employment.
- ✓ Create a culture of employee engagement that values diversity and mutual respect.
- ✓ Appropriately utilize talent analytics in recruitment, onboarding, compensation, performance management, and talent development.
- ✓ Develop effective communication, consultation and relationship management skills for working collaboratively with management, employees, and vendors.

Chapters / Units:

- Chapter 1: Human Resource Management: Challenges, Emerging Issues, and Roles
- Chapter 2: Strategy and Workforce Planning
- Chapter 3: Equal Employment Opportunity
- Chapter 4: Job Analysis and Design
- Chapter 5: Talent Recruitment
- Chapter 6: Talent Selection
- Chapter 7: Talent Development
- Chapter 8: Performance Management and Appraisal
- Chapter 9: Managing Compensation
- Chapter 10: Managing Benefits
- Chapter 11: Employee Engagement
- Chapter 12: Employee Rights and Labor Relations
- Chapter 13: Workplace Health, Safety, and Security
- Chapter 14: Global HRM

Chapter Quizzes 1-14: Randomized 20 multiple choice questions (MCQ) – minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

Module 1 Exam (Covers Chapters 1-14): Randomized 50 Multiple Choice Questions – minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

Module 3: Human Relations: Career, Relationships, and You
2023 Version from Laura Portolese, Publisher: FlatWorld

Content In today's fast-paced and interconnected world, the ability to build strong relationships, communicate effectively, and lead with confidence is essential for personal and professional success. Mastering Human Relations offers a comprehensive exploration of interpersonal skills and workplace dynamics, helping you cultivate the tools necessary to thrive in any organizational setting. This book combines theoretical insights with practical applications to teach you how to manage stress, build self-esteem, communicate effectively, work in diverse teams, and lead with empathy and cultural intelligence. By the end of this module, you'll be equipped to navigate ethical dilemmas, manage conflicts, and make sound decisions that foster inclusive and collaborative environments, ultimately driving personal growth and career success.

Learning Objectives:
- ✓ Develop a foundational understanding of human relations and its importance in professional settings.
- ✓ Learn strategies to improve self-awareness, enhance self-esteem, and manage stress effectively.
- ✓ Master essential communication skills for building trust and fostering collaboration.
- ✓ Navigate ethical situations with integrity and sound judgment.
- ✓ Understand individual motivations and their role in personal and team dynamics.
- ✓ Gain practical skills for working effectively in teams and building cohesive group environments.
- ✓ Improve decision-making abilities to address complex workplace challenges.
- ✓ Learn to manage conflict constructively and understand the role of unions in organizational dynamics.
- ✓ Cultivate cultural intelligence and promote diversity, equity, and inclusion in the workplace.
- ✓ Develop leadership skills that inspire and empower others.
- ✓ Build a solid foundation for long-term career success through strategic goal-setting and professional development.

Chapters / Units:

- Chapter 1: What Is Human Relations?
- Chapter 2: Be Your Best Self
- Chapter 3: Enhance Your Self-Esteem
- Chapter 4: Manage Stress
- Chapter 5: Build Communication Skills
- Chapter 6: Navigate Ethical Situations
- Chapter 7: Understand Your Motivations
- Chapter 8: Work in Teams
- Chapter 9: Make Great Decisions
- Chapter 10: Manage Conflict and Understand the Role of Unions
- Chapter 11: Embrace Diversity, Inclusion, and Cultural Intelligence
- Chapter 12: Be a Leader
- Chapter 13: Build Career Success

Chapter Quizzes 1-13: Randomized 20 multiple choice questions (MCQ) – minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

Module 2 Exam (Covers Chapters 1-14): Randomized 50 Multiple Choice Questions – minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

Module 4: Organizational Behavior: Bridging Science and Practice
2024 Version from Talya Bauer and Berrin Erdogan, Publisher: FlatWorld

Focuses on issues that are relevant to the three levels of organizational behavior (i.e., individual, group, and organizational). Key topics include: the nature and dynamics of teams, personal values and employee job attitudes, communication, conflict resolution, motivation, leadership, decision making, employee effectiveness, and the impact of organizational level issues such as policies, structure, design, and culture. Techniques used to facilitate learning may include role plays, cases, presentations, organizational simulations, teamwork, and/or term research papers.

Learning Objectives:
- ✓ To familiarize you with major OB issues and activities that organizations face
- ✓ To engage in hands-on situations to illustrate OB principles
- ✓ To learn to work in effective work groups/teams
- ✓ To develop your ability to recognize a firm's OB practices/skills and the impact they have on others
- ✓ To develop your ability to recognize your own OB practices/skills and the impact they have on others
- ✓ To develop your ability to diagnose and solve organizational behavior issues and problems regardless of your functional specialty or industry

Chapters / Units:

- Chapter 1: Digital Marketing Analytics
- Chapter 1: Organizational Behavior and You
- Chapter 2: Inclusion, Equity, and Diversity
- Chapter 3: Individual Differences and Perception
- Chapter 4: Attitudes and Behaviors
- Chapter 5: Foundations of Motivation
- Chapter 6: Designing a Motivating Work Environment
- Chapter 7: Stress, Wellness, and Emotions
- Chapter 8: Communication
- Chapter 9: Groups and Teams
- Chapter 10: Conflict and Negotiation
- Chapter 11: Decision-Making and Creativity
- Chapter 12: Leading at Work
- Chapter 13: Power, Influence, and Politics
- Chapter 14: Organizational Structure and Change
- Chapter 15: Organizational Culture

Chapter Quizzes 1-15: Randomized 20 multiple choice questions (MCQ) – minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

Module 3 Exam (Covers Chapters 1-13): Randomized 50 Multiple Choice Questions – minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

Module 5: Principles of Talent Development
2023 Version from Derek Crews, Publisher: FlatWorld

In today's fast-paced and competitive world, talent development is a cornerstone of organizational success, providing the tools to enhance workforce capabilities and sustain a competitive edge. This book delivers a comprehensive exploration of talent development, combining classical and modern theories of adult learning with practical strategies to address emerging trends.

Through engaging explanations, case studies, and actionable insights, you'll learn to design and deliver impactful training programs tailored to diverse learner characteristics. The book emphasizes evaluating the effectiveness and efficiency of training initiatives while equipping you with the skills to facilitate learning across various modalities. From understanding the science of learning to leveraging innovative training methods, this book prepares you to create development programs that foster employee growth and organizational excellence.

By the end of this module, you'll be ready to assess, design, and implement talent development strategies that drive individual performance, organizational success, and long-term growth.

Learning Objectives:
After completing this module, students will be able to:

- ✓ Accurately assess the role of talent development in creating organizational competitive advantage, and the current issues and trends in adult learning.
- ✓ Critically consider the major classical and modern theories of learning and how they facilitate human resource development.
- ✓ Design an effective training and development program utilizing appropriate learning and delivery modalities, given a specific set of learner characteristics.
- ✓ Appropriately evaluate the effectiveness and efficiency of training and development programs
- ✓ Develop effective facilitation skills for delivering training programs in various modalities.

Chapters / Units:

- Chapter 1: Talent Development: Impact and Emerging Issues
- Chapter 2: The Science of Learning
- Chapter 3: Strategic Talent Development
- Chapter 4: Needs Assessment
- Chapter 5: Instructional Design
- Chapter 6: Training Methods
- Chapter 7: E-Learning
- Chapter 8: Training Delivery
- Chapter 9: Evaluating Learning Impact
- Chapter 10: Employee Development
- Chapter 11: Social Responsibility, Legal Issues, and Emerging Trends

Chapter Quizzes 1-11: Randomized 20 multiple choice questions (MCQ) – minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

Module 4 Exam (Covers Chapters 1-15): Randomized 50 Multiple Choice Questions – minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

Module 6: Organizational Communication: Theory, Research, and Practice
2023 Version from Jason S. Wrench, Narissra Punyanunt-Carter, and Mark Ward Sr., Publisher: FlatWorld:

Theoretical approach to the study of human communication in organizations. Emphasizes organizational communication theories and communication networks as well as dyadic, small-group, and public communication. This class is highly interactive. Students are required to conduct an organizational field study.

Learning Objectives:

In this module, students will learn to:
- ✓ Demonstrate knowledge of organizational communication theories and concepts.
- ✓ Identify and articulate the connections between theory and practice of organizational communication.
- ✓ Demonstrate how critical thinking and communication can be used to solve problems.
- ✓ Create, execute, and present a field study of organizational communication and culture.
- ✓ Prepare and present well organized and reasoned oral and written communication.
- ✓ Adapt communication messages to a diverse variety of audiences.
- ✓ Engage in self-reflection and feedback, through the editing and revision of written work.
- ✓ Demonstrate proficiency in academic writing, APA Style, and the citation of academic journals.

Chapters / Units:

- Chapter 1: Introduction to Organizational Communication: Why Communication Matters
- Chapter 2: Organizational Communication Ethics
- Chapter 3: Classical Theories of Organizational Communication
- Chapter 4: Modern Theories of Organizational Communication
- Chapter 5: Communicating between and among Internal Stakeholders
- Chapter 6: Organizational Communication Climate, Culture, and Globalization
- Chapter 7: Leader and Follower Behaviors and Perspectives
- Chapter 8: Organizational Identity and Diversity
- Chapter 9: Teams in the Workplace
- Chapter 10: Recruiting, Socializing, and Disengaging
- Chapter 11: Technology in Organizations
- Chapter 12: Stress, Conflict, and Negotiation
- Chapter 13: The Dark Side of Organizational Communication
- Chapter 14: Corporate Communications: Communicating with External Stakeholders
- Chapter 15: The Professional Side of Organizational Communication
- Appendix A: Your First Job Out of College

Chapter Quizzes 1-15: Randomized 20 multiple choice questions (MCQ) – minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

Module 5 Exam (Covers Chapters 1-11): Randomized 50 Multiple Choice Questions – minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

Module 7: The Art of Leadership and Supervision

2023 Version from Laura Portolese, Phil Upperman, and Robert Trumpy, Publisher: FlatWorld

Effective leadership is essential for the success of any organization. This book offers a comprehensive exploration of leadership, management, and followership, providing a practical framework for developing the skills necessary to lead teams, drive change, and make ethical decisions in a fast-paced business environment. Through a combination of theoretical foundations and real-world applications, this book covers leadership theories, interpersonal skills, motivation, decision-making, and more. By the end of this course, you will be equipped with the knowledge and tools to take on leadership roles, inspire teams, and manage organizational challenges effectively.

Learning Objectives:
- ✓ Understand the key principles of leadership, management, and followership, and their interrelationships within organizations.
- ✓ Develop essential interpersonal skills for effective leadership and communication in diverse settings.
- ✓ Explore various leadership theories and styles, and learn how to apply them in different organizational contexts.
- ✓ Master the skills of building and leading high-performing teams, and understand adaptive and situational leadership strategies.
- ✓ Learn how to set organizational direction and align leadership with organizational goals.
- ✓ Understand the leader's role in developing employees as followers and fostering a motivated workforce.
- ✓ Gain insights into the relationship between leadership and motivation, and how to effectively inspire teams.
- ✓ Develop effective decision-making skills and learn how to make ethical decisions as a leader.
- ✓ Understand operational leadership considerations, including managing performance issues and supporting employee development.
- ✓ Learn strategies for leading organizational change and adapting to evolving business environments.
- ✓ Master the leadership development process to continuously enhance your leadership abilities and career growth.

Chapters / Units:

- Chapter 1: Introduction to Leadership, Management, and Followership
- Chapter 2: Developing Interpersonal Skills for Success
- Chapter 3: Leadership Theories and Styles
- Chapter 4: Building Teams, Adaptive and Situational Leadership, and Leadership Power
- Chapter 5: The Leader's Responsibility for Setting Organizational Direction
- Chapter 6: Developing Employees as Followers
- Chapter 7: Motivation as a Responsibility of Leadership
- Chapter 8: Effective Decision Making
- Chapter 9: The Ethical Leader
- Chapter 10: Operational Leadership Considerations
- Chapter 11: Intervening and Aiding Employees with Performance Issues
- Chapter 12: Leading Change
- Chapter 13: The Leadership Development Process

Chapter Quizzes 1-13: Randomized 20 multiple choice questions (MCQ) – minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

Module 6 Exam (Covers Chapters 1-15): Randomized 50 Multiple Choice Questions – minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

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