

Business Acumen: Aligning Business Operations and HR

Intended Audience	Mid-Level	Delivery Options	<ul style="list-style-type: none">• 2-Day In-Person (Onsite or Seminar)• 4-Week Virtual
HR Competencies	<ul style="list-style-type: none">• Business Acumen• Critical Evaluation• HR Expertise (HR Knowledge)	Recertification*	<p>In-Person</p> <ul style="list-style-type: none">• SHRM: 15 PDCs• HRCI: 14.75 <p>Virtual</p> <ul style="list-style-type: none">• SHRM: 15 PDCs• HRCI: 14.75 (Business Management and Strategy credit)

Program Overview

Become a critical player in your organization by improving your business acumen. Learn how to speak the business language, how to analyze and interpret reports and metrics for key business functions, and how to better align business functions with your organization's strategic goals. Practice your new skills through facilitated group discussions and practical application activities.

Program Objectives

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

- Explore the scope, challenges, and integration of key business functions including operations, product development, marketing and sales, finance, and IT, especially in a global business environment.
- Review and interpret typical operating reports for key business functions.
- Describe the value and use of business intelligence.
- Develop strategies to drive organizational results and clarify the role of HR.

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - The strategic planning process
 - HR's strategic role in the organization
- Module 2: How a Business Works
 - Integration of business functions and processes
 - The goal of the organization
 - How a business makes money

- Module 3: Sales and Marketing
 - The difference between sales and marketing
 - Responsibilities of sales and marketing
 - Reports and metrics
 - How HR leaders can support sales and marketing
- Module 4: Research and Development (R&D)
 - Why R&D is critical to the future of the organization
 - Goals for R&D
 - Reports and metrics
 - How HR leaders can support R&D
- Module 5: Operations
 - What is operations?
 - Responsibilities and challenges
 - Reports and metrics
 - How HR leaders can support operations
- Module 6: Finance and Accounting
 - Difference between finance and accounting
 - Goals of finance and accounting
 - Reports and metrics
 - How HR leaders can support finance and accounting
- Module 7: Information Systems
 - The changing role of information systems
 - Reports and metrics
 - How information systems supports the organization
 - How HR leaders can support information systems
- Module 8: The Global Environment
 - Collaboration around the globe
 - Different countries, different laws, regulations, and worker expectations
 - HR's role in aligning and supporting the global enterprise
- Module 9: Aligning Functions for Business Results
 - Global Achievement
 - Needs and HR functions
- Module 10: Mergers and Acquisitions (M&A)
 - Phases in M&A process
 - Why mergers don't achieve the results expected
- Module 11: Project Management
 - Key steps in the project management process
 - Project planning and implementation
 - Taking a project management approach
- Module 12: Conclusion