The following resources provide additional guidance to readers seeking career advancement, which includes SHRM certification. They were selected for their usefulness to individuals studying for the SHRM-CP and SHRM-SCP exams. There are three sections:

**Section 1: General Resources** – broad coverage of the HR profession.

**Section 2: Competency Resources** – focus on behavioral competencies; eight subsections, arranged in order of SHRM-defined behavioral competency.

**Section 3: HR Expertise Resources** – focus on technical knowledge; 15 subsections, arranged in order of SHRM-defined functional area.

### Section 1: General Resources


Section 2: Competency Resources

LEADERSHIP & NAVIGATION


Appendix B: Resources  Section 2: Competency Resources

ETHICAL PRACTICE


**BUSINESS ACUMEN**


**Cope, K.** (2012). *Seeing the big picture: Business acumen to build your credibility, career, and company.* Austin, TX: Greenleaf Book Group Press.


CONSULTATION


CRITICAL EVALUATION


GLOBAL & CULTURAL EFFECTIVENESS


Appendix B: Resources  
Section 2: Competency Resources


Section 2: Competency Resources


Work Group for Community Health and Development at the University of Kansas. (2014). Building culturally competent organizations. In The Community Tool Box (Ch. 27, Sec. 7). Retrieved from ctb.ku.edu/en/table-of-contents/culture/cultural-competence/culturally-competent-organizations/main

COMMUNICATION


RELATIONSHIP MANAGEMENT


Section 3: HR Expertise Resources

HR STRATEGIC PLANNING


Grant, R. M. (2013). Contemporary strategy analysis: Text and cases (8th ed.). Chichester, United Kingdom: John Wiley & Sons Ltd.


TALENT ACQUISITION


Walton College at the University of Arkansas. (n.d.). Six steps to hiring interns. Retrieved from waltoncollege.uark.edu/career/sixsteps.asp
EMPLOYEE ENGAGEMENT & RETENTION


Branham, L. (2012). The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it’s too late (2nd ed.). New York, NY: AMACOM.


Massachusetts Institute of Technology Rewards & Recognition Program. (n.d.). Best practices for designing and maintaining a program. Retrieved from hrweb.mit.edu/rewards/best-practices/designing-and-maintaining-program


Appendix B: Resources

Section 3: HR Expertise Resources


**Sloan Center on Aging & Work at Boston College.** (n.d.). Barriers to workplace flexibility (WF). Retrieved from workplaceflexibility.bc.edu/Barriers


**LEARNING & DEVELOPMENT**


15
Section 3: HR Expertise Resources


TOTAL REWARDS


Appendix B: Resources

Section 3: HR Expertise Resources


STRUCTURE OF THE HR FUNCTION


ORGANIZATIONAL EFFECTIVENESS & DEVELOPMENT


Appendix B: Resources

Section 3: HR Expertise Resources


WORKFORCE MANAGEMENT


EMPLOYEE & LABOR RELATIONS


Appendix B: Resources

Section 3: HR Expertise Resources


TECHNOLOGY & MANAGEMENT


HR IN THE GLOBAL CONTEXT


DIVERSITY & INCLUSION


**Burton Blatt Institute at Syracuse University.** (2010, March). Impact of management on the inclusion of employees with disabilities (BBI Briefs). Retrieved from bbi.syr.edu/projects/Demand_Side_Models/docs/2_impact_management.htm


RISK MANAGEMENT


CORPORATE SOCIAL RESPONSIBILITY


**U.S. EMPLOYMENT LAW & REGULATIONS**


Appendix B: Resources

Section 3: HR Expertise Resources


