SHRM HUMAN RESOURCE CURRICULUM

Guidebook and Templates for Undergraduate and Graduate Programs
PROJECT TEAM

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Foreword

Driven by powerful changes in the business environment, organizations of all types—from start-ups to multinationals, not-for-profit to governmental, local to global—are demanding strategic leadership from human resource (HR) professionals. Today, the breadth and depth of business knowledge, as well as the mastery of management skills required of HR professionals, are unprecedented.

The Association to Advance Collegiate Schools of Business (AACSB International) and the Society for Human Resource Management (SHRM) believe that the human resource student is best prepared for a career in HR when HR is taught within the business context.

AACSB takes its role in aligning management education with the interests of society seriously, and therefore SHRM’s initiative to strengthen HR degree programs is of enormous interest to AACSB, with its network of more than 1,500 business schools worldwide dedicated to advancing quality management education.

The guidebook and associated templates developed by SHRM are the result of a highly interactive, ongoing process involving practitioner and academic communities. These guidelines are flexible and focused on outcomes, with the goal to assist educators to realign curricula and courses, publicize their programs and measure results. The goal of this guidebook is to strengthen business and HR education worldwide. AACSB commends SHRM for its leadership in guiding HR education and encourages business schools to use the guidebook and templates to develop and reformulate their HR degree programs.

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AACSB International
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INTRODUCTION

ELEVATING THE QUALITY OF EDUCATION IN HUMAN RESOURCE MANAGEMENT

The Society for Human Resource Management (SHRM) has long held an interest in attracting the best and the brightest talent to the HR profession. The competitive nature of today’s global marketplace and the increasingly strategic nature of the profession demand a higher level of readiness. To become an HR professional, one must be well prepared. A critical first step is earning a well-rounded, robust undergraduate or graduate degree in human resources.

Many choices will be made throughout the career progression of an HR professional. To advance the level of preparedness necessary to enter the HR field, SHRM’s strategy regarding HR education focuses on a certain path for students. Choosing to follow an HR career path requires a strong interest in—and dedication to—life-long learning.

Once the decision is made to pursue HR as a career, SHRM believes that a critical step is to receive a formal education in HR, including through HR internships and other HR-specific experiential learning activities. After earning a degree and securing employment in the HR field, gaining HR-related work experience leads to career progression. Throughout this process, a key goal is to earn professional HR credentials. The SHRM certification exams offer an opportunity to gain certification and pursue continued learning through the recertification process. As the nature and content of the profession change and evolve, learning throughout one’s career is essential (see Figure 1).

Figure 1: How to Pursue a Career in Human Resources: Six Simple Steps to Success

- **Step 1:** Become a SHRM Student Member & Grow Your Network.
- **Step 2:** Select HR as Your Major.
- **Step 3:** Gain Experience & Competitive Advantage with HR Internships.
- **Step 4:** Graduate with Your Degree & Upgrade to a Professional SHRM Membership.
- **Step 5:** Use the SHRM Competency Model to Help You Find That First HR Job.
- **Step 6:** Get Ready to Advance Your Career.
2018 HR CONTENT AREAS AT A GLANCE

Anchored in extensive research, this guidebook focuses on why it is important to define the parameters that should surround HR degree programs and sets out the framework for HR education. The majority of this guidebook describes the history of SHRM’s academic initiative, the research that shaped it and the current research on which the 2018 guidebook and templates are based. Table 1A summarizes the required and secondary HR content areas to include in an HR degree program. To complement the SHRM Competency Model, the most current edition of the guidelines (2018) now includes the SHRM competencies as part of the requirement for the HR degree program to qualify for alignment with the SHRM HR curriculum guidelines (please see Tables 1A and 1B). Note that the 2018 guidelines reflect the results of the revalidation research conducted in 2017 and will remain in effect until the research is revalidated again in approximately 2020.

Table 1A: HR Content Areas

<table>
<thead>
<tr>
<th>Required Content Areas</th>
<th>Secondary Content Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>Downsizing/Rightsizing</td>
</tr>
<tr>
<td>Compensation and Benefits*</td>
<td>Mergers and Acquisitions</td>
</tr>
<tr>
<td>Employee and Labor Relations</td>
<td>Outsourcing</td>
</tr>
<tr>
<td>Employment Law</td>
<td>Sustainability/Corporate Social Responsibility</td>
</tr>
<tr>
<td>Globalization</td>
<td></td>
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<tr>
<td>HR Career Planning</td>
<td></td>
</tr>
<tr>
<td>HR’s Role in Organizations</td>
<td></td>
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<tr>
<td>Human Resource Information Systems (HRIS)</td>
<td></td>
</tr>
<tr>
<td>Job Analysis and Job Design</td>
<td></td>
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<tr>
<td>Managing a Diverse Workforce</td>
<td></td>
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<tr>
<td>Metrics and Measurement of HR</td>
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<tr>
<td>Organizational Development</td>
<td></td>
</tr>
<tr>
<td>Performance Management</td>
<td></td>
</tr>
<tr>
<td>Staffing (Recruitment and Selection)</td>
<td></td>
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<tr>
<td>Strategic HR</td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td></td>
</tr>
<tr>
<td>Workforce Planning and Talent Management</td>
<td></td>
</tr>
<tr>
<td>Workplace Health, Safety and Security</td>
<td></td>
</tr>
</tbody>
</table>

*Exact language used during data collection was “Total Rewards (Compensation, Benefits)”

Table 1B: SHRM Competencies

<table>
<thead>
<tr>
<th>Required Competency Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Acumen</td>
</tr>
<tr>
<td>Communication</td>
</tr>
<tr>
<td>Consultation</td>
</tr>
<tr>
<td>Critical Evaluation</td>
</tr>
<tr>
<td>Ethical Practice</td>
</tr>
<tr>
<td>Global and Cultural Effectiveness</td>
</tr>
<tr>
<td>Leadership and Navigation</td>
</tr>
<tr>
<td>Relationship Management</td>
</tr>
</tbody>
</table>
SHRM RESEARCH ON HR EDUCATION

In 2004 and 2005, SHRM undertook a series of studies designed to define parameters for universities to use when creating or modifying a degree program in human resources. The studies showed that organizations want to know how to acquire, grow and retain HR professionals with a degree in HR. In addition, organizations seek HR professionals who know how to execute competitive and strategic human resource practices. Based on this work, in 2006, SHRM created the *HR Curriculum Guidebook and Templates*, focusing on how professional organizations and academic programs educate students to prepare them for a career in HR.

The role of HR professionals in organizations has transitioned from transactional, technical and administrative, to strategic for the development and accomplishment of organizational goals and objectives. Overall, due to the changing nature of work—including knowledge-based industries and global competition for talent—human capital is now viewed as a key asset in organizations. At the same time, there have been changes in the knowledge, skills, abilities (KSAs) and competencies required of HR professionals. Reflective of the changing nature and role of the human resource function, HR education must prepare future HR professionals with the essential competencies to meet the demands of the HR field. As seen later in the guidebook (sections “Key Results of the 2017 Curriculum Guidelines Revalidation Study” and “Appendix A”), the eight SHRM competencies are now part of the requirements for an HR degree program to align with the curriculum guidelines.

DEVELOPMENT OF THE SHRM HR CURRICULUM GUIDEBOOK AND TEMPLATES

The 2004 SHRM Symposium on the Future of HR Education, which brought together HR academicians, experienced practitioners and students, contributed to the development of the *HR Curriculum Guidebook and Templates*. A key finding was a strong consensus that business and environmental changes would make the HR role of the future more strategic, especially as the nature of business becomes increasingly global. Symposium attendees pointed to a lack of clear and acceptable standards in HR education.

The 2005 SHRM Symposium on the Future of Strategic HR also contributed to the development of the guidebook and templates. Senior-level HR practice leaders, academicians and consultants concluded that not enough barriers were in place to prevent those who were ill-prepared to practice HR from entering the field.

Since 2005, academic programs in HR have made great strides and responded to the needs in the employment marketplace. There is now a fairly common agreement on a defined set of HR content areas, knowledge and competencies that HR graduates should possess to enter the HR field. As more HR programs are offered in colleges and universities, SHRM’s experience working with universities shows that interest in human resources as a profession—and as a major area of study—has grown, with a greater agreement between academicians and practitioners regarding what an education in HR should cover. Degree programs increasingly offer curriculum that better prepares future HR professionals to join the profession at the entry level and make meaningful and viable contributions to an organization’s success from day one.
Over the years, an emphasis on business knowledge of HR professionals has become more prominent. To solicit perceptions from academicians, students and practitioners of how well the curriculum prepared students for an HR career, in 2005 SHRM conducted quantitative studies of graduate and undergraduate HR curriculum. HR practitioners, many whom were in positions to hire new entrants to the HR field, overwhelmingly indicated the need for students to develop business knowledge outside of HR. HR practitioners and academicians said that a degree in business with a concentration in HR was more valuable than a degree in HR without the business emphasis. The results of current research support the emphasis on studying HR within a business degree and show that a business-based HR degree is increasingly important.

To ensure that new HR professionals enter the world of work equipped with adequate knowledge, skills and competencies to succeed in the workplace, SHRM and universities have an obligation to attract students to HR as a profession early in their career development. With an HR degree from a university that offers a complete, robust and HR-specific educational curriculum—coupled with opportunities through internships and other HR-specific work experiences—students are better prepared to meet the expectations of employers and embark on the pathway that leads to life-long learning in the discipline.

**STATE OF HR EDUCATION (SOHRE) LONGITUDINAL STUDY**

From 2009 to 2013, SHRM collaborated with the American Institutes for Research® (AIR) to conduct research on the current state of HR education. The goal of this research was to supplement SHRM’s work that established a baseline for its academic initiative. The State of HR Education (SOHRE) Longitudinal Study assessed the experiences of recent students and graduates in human resources and related fields in the classroom, internships and initial work experiences.

The SOHRE study also examined the perceptions of HR from the perspective of HR students, graduates and professionals in other business fields. In the last two years of the study, faculty were surveyed. To help ensure an accurate assessment of member perceptions of HR education, the study sought to identify and define parameters surrounding HR education regarding the following items: 1) undergraduate and graduate degree course offerings and requirements; 2) experiential, or internship, components included with HR programs; and 3) perceptions of the field of HR from HR and non-HR perspectives. Among the key findings were the following:

- Across all years of the survey, findings indicated that course of study, accreditation, facilities and resources, and job placement of graduates have consistently remained as the top indicators of program quality among students.
- Most respondents who are pursuing, or have received, graduate degrees in HR do so because a) it is part of their career plan; b) they want to enter the field of HR; or c) they need a graduate degree to advance in their careers.
- Across all five years of the survey, more than half (64.1%) of students reported that a course in HR was part of the core business school curriculum.
- The faculty study results indicated that in a majority of business programs, an HR course was required as part of the business core curriculum.

Overall, these results suggest that a large portion of survey respondents learned about HR as a career track through noneducational experiences (e.g., by working with HR representatives at a job).
SHRM REVALIDATION OF THE HR CURRICULUM GUIDELINES

SHRM continued its research on the topic of HR education in 2007-2010, 2012-13 and 2017. This publication (the 2018 guidebook and templates) is the current, updated publication, based on the 2017 Curriculum Guidebook Revalidation Study, titled “Preparing to Enter the Field of Human Resources.” The revalidation study was conducted among 1) academicians in HR degree programs, and 2) HR professionals (manager level or higher) employed by organizations operating in the United States. The survey instruments included questions regarding the value of education in various HR and business content areas, the level of preparedness of new HR professionals in various HR and business content areas, perceptions of the value of formal HR education, and perceptions of the value of HR internships. Data from this research are highlighted throughout this publication.

Particularly noteworthy from the 2017 Curriculum Guidebook Revalidation Study is input from HR practitioners who hire recent graduates for entry-level work (see Figure 2). Of those surveyed, 14% of employers will hire without experience; 46% say one year of experience is preferred; and 27% prefer at least two years of experience for an entry-level position in HR.

PARTICIPATION IN INTERNSHIPS: WHY INTERNSHIPS ARE IMPORTANT

Any discussion of HR education would be incomplete without acknowledging the importance of internships. SHRM strongly believes that internships, along with other HR-specific experiential learning activities, provide excellent practical learning opportunities for students and will give new entrants into the field an advantage over those who do not have an internship experience. SHRM strongly encourages practitioners to make internships available and recommends that students take advantage of them, despite certain constraints. These constraints include the limited number of paid internships (versus unpaid internships), geographic constraints, limited number of formal internships for all students, and internships that do not provide a quality and meaningful internship experience. SHRM highly recommends internships and encourages universities to require them for graduation.

Figure 2: Years of HR-Specific Work Experience Needed for Entry-Level HR Positions

- 0 YEARS: 14%
- 1 YEAR: 46%
- 2 YEARS: 27%
- 3 YEARS: 10%
- 4 YEARS: 1%
- 5 OR MORE YEARS: 2%

n = 255
SHRM’s experience with and studies of its membership show that HR professionals often enter the field from various other educational and work experience backgrounds. Increasingly, emerging professionals with HR degrees but without HR work experience cannot compete with non-HR-degreed candidates who have HR work experience. HR-specific experiential learning activities—outside of formal internship programs—provide important learning opportunities. Internships are potentially the most valuable source of experience for students and the reason SHRM strongly supports internships for students as well as classroom and experiential learning. The 2017 survey of universities shows a wide spectrum in connecting students to internships with companies. For example, 11% of schools note that it is very easy to connect students with HR-related internships, whereas 12% find it to be very difficult (see Figure 3).

**Figure 3: Matching Students with Companies for HR-Focused Internships**

48% Somewhat easy

29% Somewhat difficult

12% Very difficult

11% Very easy

n = 128
DEVELOPMENT OF THE SHRM HR CURRICULUM GUIDEBOOK AND TEMPLATES

To define a common set of parameters for HR education, SHRM began with a series of studies in 2004 and continued through 2015. These studies showed that there are many educational programs offering HR-related degrees; however, both academicians and practitioners who participated in the original study admitted that little consistency existed among the majority of HR programs. A lack of industry standards and a lack of minimum knowledge requirements showed that various and divergent frameworks were used to create degree programs, wide variation existed in curricula and degrees offered, and differing skill levels were held by graduates of both undergraduate and graduate degree programs in HR. The 2004 SHRM Symposium on the Future of HR Education and the 2005 SHRM Symposium on the Future of Strategic HR led to the initial guidelines, published in early 2006.

In 2006, SHRM began working with universities to raise awareness of its HR curriculum guidebook and templates. The guidebook defined the minimum HR content areas—commonly agreed-upon by academicians, students and HR practitioners, according to SHRM’s research results—that should be included in an HR degree program. Thirteen years after the initial effort started, the complexion of today’s HR education continues to evolve. It not only covers the basics for a traditional/transactional HR role but acknowledges and teaches the importance of HR’s strategic role in organizations. Whereas the 2005 studies showed students as ill-equipped for the more strategic roles of the future, recent studies confirm that survey respondents agree that degree programs and their content have changed over time to keep pace with the HR profession as it evolves.

Multiple focus groups, consisting of HR academicians and practitioners (members and nonmembers of SHRM) reviewed and provided very detailed comments on the original HR Curriculum Guidebook and Templates. Their feedback was incorporated into the current publication. HR academicians provided suggestions as to ways that the templates should be designed to increase the likelihood of faculty using them within their programs. HR practitioners provided guidance on what they considered to be minimum requirements for entering the HR field.

The gap between what is being taught and what HR practitioners are looking for from students entering the HR field has narrowed significantly, especially regarding the study of HR within the context and framework of business.
In addition, a select group of SHRM's Special Expertise Panels provided further review and feedback (see Appendix D for a list of panel members who participated in the review process). SHRM's Special Expertise Panels comprise a senior group of HR practice leaders, academicians and consultants selected to be part of the panels by a rigorous screening process. They possess advanced HR knowledge and serve as resources to SHRM by reporting emerging trends in specific HR topic areas, providing expert advice on matters of professional significance and providing guidance on public policy issues.

An important shift has occurred in recent years. Many of the practitioners who participated in the original studies believed that students were not adequately taught today's business realities and real-world problem-solving skills. In response, SHRM has sought to solve the lack of business acumen and savvy among graduates of HR degree programs. The current research studies, however, show that the gap between what is being taught and what HR practitioners are looking for from recent graduates entering the HR field has narrowed significantly, especially regarding the study of HR within the context and framework of business.

The 2017 research efforts focused on these issues as well. The 2017 study found that employers have specific expectations for new HR graduates and their experience when considering HR candidates (see Figure 4). The top three experiences preferred by employers are 1) HR-related work experience, part-time or full-time (non-internship/practicum); 2) HR undergraduate program internships; and 3) directed HR work- or research-related projects.

Figure 4: What Employers Look for When Evaluating Entry-Level HR Candidates

<table>
<thead>
<tr>
<th>Rank</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>HR-related work experience, part-time or full-time (non-internship/practicum)</td>
</tr>
<tr>
<td>2nd</td>
<td>HR undergraduate program internships</td>
</tr>
<tr>
<td>3rd</td>
<td>Directed HR work- or research-related projects</td>
</tr>
<tr>
<td>4th</td>
<td>HR graduate program internships</td>
</tr>
<tr>
<td>5th</td>
<td>Independent study/projects supervised by a faculty member or HR professional</td>
</tr>
<tr>
<td>6th</td>
<td>HR-related work/study assignments</td>
</tr>
<tr>
<td>7th</td>
<td>HR-related volunteer role</td>
</tr>
</tbody>
</table>
SHRM COMPETENCY MODEL

In June and August of 2008, SHRM convened groups of HR practitioners, consultants and academicians with subject-matter expertise in a variety of HR functional areas to identify the knowledge, skills, abilities and attributes that are most important for the role of the successful senior HR leader. This effort yielded results that indicated a more in-depth and universal approach was needed to define HR competencies for practitioners at various stages of an HR career, not just at the senior level.

In 2011, SHRM began the SHRM HR Competency Initiative. In keeping with its mission of serving and advancing the profession, SHRM set out to identify the core competencies needed to succeed as an HR professional. Through extensive research involving thousands of HR professionals across the globe, SHRM created a comprehensive HR competency model. In 2012, in its worldwide survey of more than 32,000 HR professionals, SHRM confirmed the relevance, importance and generalizability of the model. Also in 2012, SHRM gathered ratings from a diverse sample of more than 800 HR professionals and their supervisors across a variety of corporate settings to establish a link between proficiency in the SHRM-defined competencies and successful job performance.

Along with the SHRM Competency Model, SHRM developed the SHRM Diagnostic™ - 180 Tool for individuals to measure their own competencies as they move forward in their HR career (shrm.org/competencytools).

Competencies are an effective way to explain what people need to know and do behaviorally to be successful in their work. HR is no exception. Because competencies serve as a useful framework for educating HR professionals in the knowledge, skills and abilities they need to be successful, SHRM has integrated competencies into the HR Curriculum Guidebook and Templates for Undergraduate and Graduate Programs. To accomplish this, SHRM used the nine competencies defined in the SHRM Body of Competencies and Knowledge™ (SHRM BoCK™), which is based on the SHRM Competency Model. The model defines eight key behavioral competencies (Ethical Practice, Leadership and Navigation, Business Acumen, Relationship Management, Communication, Consultation, Critical Evaluation, and Global and Cultural Effectiveness) and one technical competency (HR Expertise) and serves as a comprehensive roadmap for developing the capabilities HR professionals need to advance their careers and improve their workplace effectiveness. The BoCK serves as the foundation to the SHRM Certified Professional (SHRM-CP®) and SHRM Senior Certified Professional (SHRM-SCP®) certifications as well as many of the professional development programs that SHRM and others provide.

In 2014, SHRM conducted a knowledge specification exercise to further develop the HR Expertise (HR Knowledge) technical competency. First, SHRM performed an extensive review of past academic and employer surveys as well as existing literature on HR knowledge, including textbooks, curricula, syllabi and other educator resources, to determine the universe of knowledge that HR professionals need to perform their jobs. Second, SHRM established in 2014 a BoCK Advisory Panel of 19 HR and business leaders from various industries, including retail, research, consulting, health care and manufacturing. This panel reviewed the proposed content and framework of the HR Expertise competency to ensure its accuracy and comprehensiveness.

As SHRM continues to conduct its research into the competencies necessary for success in HR, it will make updates to the curriculum guidelines to reflect the evidence established through these studies.
SHRM CERTIFICATION EXAMS

SHRM’s competency-based certifications, SHRM-CP and SHRM-SCP, are the premier professional certifications in the human resources field, with more than 110,000 HR professionals in 105 countries holding a SHRM credential. Built upon the SHRM BoCK and the SHRM Competency Model, the SHRM-CP and SHRM-SCP are accredited by the Buros Center for Testing and are the global standard for HR certification.

As part of its ongoing commitment to the HR profession, SHRM introduced its student eligibility program for certification. The program, which began with the 2017 winter testing window, allows students enrolled in a bachelor’s or master’s HR degree program at an educational institution aligned to SHRM’s curriculum guidelines the opportunity to apply for the SHRM-CP exam. To be eligible to participate in SHRM’s student eligibility program, students must:

- Be enrolled in the final year of study in an HR undergraduate or graduate degree program that aligns with SHRM’s curriculum guidelines.
- Be a student in good standing (as defined by the university).
- Have a minimum of 500 hours of relevant HR experience. Relevant HR experiences include:
  - Participating in an internship in HR.
  - Completing an HR work-study assignment.
  - Directed HR-related work projects.
  - Directed HR-related research projects.
  - Supervised independent study in HR.
  - Working part time or full time in HR.

After determining that a bachelor’s or master’s degree program in HR aligns with SHRM’s curriculum guidelines, SHRM will provide the university with information about how to participate in the special academic eligibility program website section for its students. Direct questions to AcademicEligibility@shrm.org or search for Student SHRM-CP Eligibility at shrm.org/certification.
HR CURRICULUM 2018:
THE CHANGING NATURE OF HR EDUCATION

As with any new major venture to influence change, creation of the guidebook and templates reflects an iterative process. The HR profession is constantly changing, and the guidebook and templates must be regularly updated to reflect that fluidity. The 2006 guidebook was the first iteration and was based on research conducted in 2004 and 2005. In 2008, minor adjustments were made in the guidebook to better reflect terminology used in HR degree programs in the higher education marketplace. As the nature of HR education evolves, SHRM has continued its research on the topic of HR education in 2009-2017. The 2018 guidebook is anchored in research as the basis to formulate its content.

The 2018 guidelines for undergraduate and graduate degree programs are designed to assist university faculty, deans, program directors and other stakeholders to disseminate HR knowledge that will better prepare students and the organizations they support as “novice” HR professionals. It represents SHRM’s culmination of a multiyear effort to engage academic, student and practitioner communities to help address the critical challenges facing HR education today.

SHRM’s efforts to gain perspectives on HR education used a multimethod approach, incorporating quantitative and qualitative data from a diverse set of constituencies: academicians, HR professionals, senior HR professionals, consultants and students. Below is a summary of the multiple sources used to shape the HR curriculum guidebook and templates, which is the basis of SHRM’s academic initiatives:

1. Survey of academicians and employers conducted in spring 2017 for the curriculum guidelines revalidation, “Preparing to Enter the Field of Human Resources”.
2. Surveys of academicians, students and HR practitioners about undergraduate HR curricula conducted in fall 2012 under the Curriculum Guidebook Revalidation Study.
3. Surveys of academicians, students and HR practitioners about graduate HR curricula conducted in fall 2012 under the Curriculum Guidebook Revalidation Study.
4. Multiple focus groups of academicians who teach HR (conducted in 2009).
5. Eleven years of experience working with more than 460 HR degree programs at over 350 universities and colleges that have aligned with the guidelines or adopted the SHRM curriculum.
7. State of HR Education Longitudinal Study.
8. SHRM assessment development research.
9. Conclusions from the 2005 SHRM Symposium on the Future of Strategic HR.
10. Conclusions from the 2004 SHRM Symposium on the Future of HR Education.

The guidelines for undergraduate and graduate programs are designed to assist university faculty, deans, program directors and other stakeholders to disseminate HR knowledge that will better prepare students and the organizations they support as “novice” HR professionals.
The SHRM HR curriculum templates offer an approach that can be used to modify HR curricula in the desired direction within the resource constraints faced by most faculty and university administrations today. It identifies opportunities and options for teaching HR content areas, skills and business issues within traditional curricular structures. The objective is to offer a framework for HR curricula that will be useful to, and used by, the colleges and universities where tomorrow’s HR leaders prepare to enter the HR profession. This focus is critical, as SHRM recognizes that various forces influence change in curriculum design. As resources available to higher education shrink or remain static, today’s faculty deal with increasing pressure to teach more students, face demands for research productivity, compete for external funding, and support both premium tuition programs and executive education.

Faculty may not have as much time for course development as they once did. Therefore, part of SHRM’s overall academic initiative is dedicated to developing HR-specific content based on these guidelines for faculty to use to supplement existing or create new HR degree programs. Currently, more than 75 HR-specific case studies and learning modules are available to faculty on the SHRM website to download and use.

In addition, university governance processes often require substantial investment of time and energy in moving major curriculum changes through a review process. Typically, changing the name or contents of a course requires multiple layers of review and approval. Faculty members are understandably concerned about the level of difficulty in getting proposed changes approved. SHRM’s research shows that faculty members are passionate and concerned about the quality of their teaching and the extent to which they are preparing students for their future careers. In fact, many are deeply concerned about the future of human resource management. Moving the profession forward requires practical, workable suggestions for curriculum modification, and these guidelines offer solutions to address the curriculum modification issue.

Since 2006, SHRM has worked with many universities to modify or build HR degree programs structured around these guidelines. In 2017, almost two-thirds (60%) of surveyed faculty members viewed having the HR program recognized by SHRM as an advantage over schools that do not have SHRM-recognized HR programs (see Figure 5).

Both academicians and practitioners agree that business knowledge is key to success in HR, and both groups view the acquisition of business knowledge while seeking a degree as important for students.
OVERARCHING TENETS OF THE SHRM HR CURRICULUM GUIDELINES

The design of the *SHRM HR Curriculum Guidebook and Templates* is based on the following three principles to increase the likelihood of continuing change in HR education; the focus is on outcomes.

- **Build on the familiar.** The guidelines provide options to modify but not completely redirect teaching efforts, so that faculty may readily or more easily adapt HR coursework to align with the guidelines.

- **Focus on HR, not on other elements of the degree program.** SHRM recognizes that in most cases HR curricula exist within larger degree programs, the content of which may or may not be controlled to any great degree by HR faculty. HR faculty should be comfortable that they could obtain approval for curriculum changes in HR-specific areas without affecting other academic units.

- **Provide flexibility.** SHRM recognizes the value of creativity, innovation and divergent viewpoints in HR education and the importance of allowing programs to adapt the proposed curricula to the needs of their own institutional environments.

IMPORTANT ELEMENTS OF HR CURRICULUM

An important feature of the SHRM HR curriculum guidelines is that they offer HR academicians flexibility in devising HR courses and classes while providing a minimum level of standardization for HR instructional content. The modular approach to creating HR curriculum has been effective; between 2006 and 2017, more than 350 schools and 460 HR degree programs have been acknowledged by SHRM as following these guidelines—and more than 30 are universities outside the United States. Appendix C provides a link to the HR Program Directory, listing all HR degree programs and the schools that align with the SHRM HR curriculum guidelines.

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**Figure 5: Academicians Agree: SHRM-Aligned HR Programs Offer a Competitive Advantage**

- **No advantage, 5%**
- **A small advantage, 15%**
- **Some advantage, 42%**
- **A large advantage, 38%**

*n = 156*
The movement toward standardization in curricula supports the need of hiring organizations that want to know what minimum level of HR content knowledge graduates have mastered. The 2017 Curriculum Guidebook Revalidation Study found that employers are more likely to hire mid and senior-level candidates with an HR degree for an HR position. For entry-level HR positions, employers are equally likely to hire a candidate with an HR degree (see Figure 6).

Figure 6: Employers Are More Likely to Hire HR Candidates with an HR Degree

<table>
<thead>
<tr>
<th>Level of HR Position</th>
<th>Less Likely to Hire</th>
<th>Equally Likely to Hire</th>
<th>More Likely to Hire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior-Level</td>
<td>4%</td>
<td>23%</td>
<td>73%</td>
</tr>
<tr>
<td>Mid-Level</td>
<td>3%</td>
<td>46%</td>
<td>51%</td>
</tr>
<tr>
<td>Entry-Level</td>
<td>18%</td>
<td>50%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Less likely to hire a candidate with an HR degree

Equally likely to hire a candidate with an HR degree

More likely to hire a candidate with an HR degree

n = 311

SHRM’s 2008 survey titled “Managing Your HR Career” asked early-career HR professionals if they experienced any challenges when entering the profession without an HR education background. One-third of professionals with five or fewer years in the HR field reported that lack of a formal HR education was an obstacle to advancing their HR career. In fact, lack of a formal HR education was the most frequently reported obstacle to advancing the HR careers of professionals with five or fewer years of HR work experience.

Faculty members are in a good position to document and persuade other school faculty and administrators of the need for course or curriculum change. This combination of flexibility and standardization has become organic, and universities now proactively seek to adopt the same level of standardization with SHRM’s HR curriculum guidelines as their colleagues at other universities have already done. Consequently, the final chapter of this guidebook includes information about the analysis of the HR degree program’s alignment with the SHRM HR curriculum guidelines (a free service from SHRM), along with the benefits of aligning with the guidelines.

SHRM has long recognized the importance of embedding HR knowledge in terms of the organizational and business context it supports. The results from the spring 2017 curriculum guidelines revalidation, Preparing to Enter the Field of Human Resources, support this assertion. Both academicians and practitioners agree that business knowledge is key to success in HR, and both groups view the acquisition of business knowledge while seeking a degree as important for students. Thus, a primary tenet of the SHRM curriculum guidebook
and templates remains unchanged: It is assumed that all HR programs are housed within a business school or within a program that formally emphasizes a business foundation.

Most HR degree programs that SHRM has acknowledged as following its curriculum guidelines over the past 12 years are housed in the business school or taught within a program that includes business core curriculum as part of the general education requirements. However, SHRM realizes there are currently HR management and HR-related programs that are housed outside of business schools in universities and colleges, such as in the departments of psychology or industrial/organizational psychology, education, or as a free-standing HR or industrial relations (IR) program. Based on the research, if an HR degree program is housed in another school, SHRM’s HR curriculum guidelines require that standard business core courses must be part of the degree program requirements for the program to be aligned with the guidelines. Several of the programs that currently follow the guidelines are free-standing programs that teach both HR and business core course work.

Business knowledge is critically important. It allows HR professionals to make better HR decisions by knowing where, how and when to integrate HR strategies and practices with organizational strategy to improve business performance. Appendix B provides a wide variety of business topics that both practitioners and academicians offer as samples of topics that students should gain awareness of before graduating, to the extent possible, in an individual degree program, through independent study or experiential learning.

SHRM considers both undergraduate and graduate HR degree programs for alignment. The guidelines do not apply to doctoral or certificate programs. The research, the analysis, the alignment and a student’s eligibility to take the SHRM-CP in the final year of study are all based on employers’ stated preference for graduates who have earned a degree. Thus, SHRM does not review certificate programs for alignment.

Business knowledge is critically important. It allows HR professionals to make better HR decisions by knowing where, how and when to integrate HR strategies and practices with organizational strategy to improve business performance.
This section presents the minimum required and secondary HR content areas identified by the research, including the SHRM competencies (required beginning in 2018), followed by information about the current study. Required and secondary content areas, and the SHRM competencies, are summarized in Table 1A and Table 1B at the end of this section.

**SHRM COMPETENCIES**

The eight behavioral competencies from the SHRM Competency Model are now part of the requirements for alignment with the SHRM HR curriculum guidelines. (Please refer to Appendix A for the definitions.)

- Business Acumen.
- Communication.
- Consultation.
- Critical Evaluation.
- Ethical Practice.
- Global and Cultural Effectiveness.
- Leadership and Navigation.
- Relationship Management.

**REQUIRED HR CONTENT AREAS**

The 2017 Curriculum Revalidation Study identified the following HR content areas that should be taught through required coursework in an HR degree program. They are presented in alphabetical order below and are also located, with subtopics, in Appendix A.

- Change management.
- Compensation and benefits.
- Employee and labor relations.
- Employment law.
- Globalization.
- HR career planning.
- HR’s role in organizations.
- Human resource information systems (HRIS).
- Job analysis and job design.
- Managing a diverse workforce.
- Metrics and measurement of HR.
- Organizational development.
- Performance management.
- Staffing (Recruitment and Selection).
- Strategic HR.
- Training and development.
- Workforce planning and talent management.
- Workplace health, safety and security.

SHRM believes that HR content areas not on this list are also important elements of HR education. Although it is beyond the scope of this report to delineate all subtopics that might be included in all HR content areas, detailed topic lists of additional HR content areas are included in Appendix B and show a wide range of subtopic options to include when compiling courses or other instructional elements.

**SECONDARY HR CONTENT AREAS**

The following four (secondary) HR topic areas were identified as those that hold value for graduates entering the marketplace, but to a lesser degree than those stipulated in the required HR content areas. These secondary topics appear in alphabetical order. To the extent possible, students should gain access to these topic areas through coursework or experiential learning.

- Downsizing/rightsizing.
- Mergers and acquisitions.
- Outsourcing.
- Sustainability/corporate social responsibility.

SHRM has noted that universities aim to differentiate themselves in the HR higher education market. Consequently, some universities select focal points for their degree programs based on areas of expertise and/or individual faculty areas of interest and research. For example, a university may focus its HR degree program on HRIS, global HR, ethics or sustainability. SHRM’s research is reflective of HR overall; at the same time, SHRM recognizes that there are different ways in which schools may want to make their programs unique to attract students who want to concentrate on the specific areas of HR taught in focused degree programs.
VALUE RATINGS OF HR AND BUSINESS CONTENT AREAS BY ACADEMICIANS AND HR PROFESSIONALS

As part of the 2017 Curriculum Guidebook Revalidation Study, a survey was conducted among members of the HR academic community and HR professionals employed by organizations operating in the United States. The survey instruments for these groups included questions such as the value of education in various HR and business content areas, the level of preparedness of new HR professionals in various HR and business content areas, perceptions of the value of formal HR education, and the value of HR internships.

For the survey of academicians, SHRM selected a sample of 609 from the SHRM academic member population. Academicians received an e-mailed hyperlink to the survey on February 10, 2017. E-mails were successfully delivered to 539 academicians, and 176 responses were received, yielding a 33% response rate. The survey remained open for four weeks, and six e-mail reminders were sent to nonrespondents during that time.

For the survey of HR professionals, SHRM selected a sample of 5,000 HR professionals (manager level or higher) from the SHRM member population. The HR professionals received an e-mailed hyperlink to the survey on March 8, 2017. E-mails were successfully delivered to 4,222 HR professionals, and 318 responses were received, yielding an 8% response rate. The survey remained open for three weeks, and six e-mail reminders were sent to nonrespondents during that time.

Members of the HR academic community and HR professionals were presented with a list of 21 HR and business content areas and were asked to evaluate the degree to which each was valuable for undergraduate and graduate HR degree programs. There was much overlap between undergraduate and graduate program responses. Based on this input, SHRM has identified 17 HR content areas that all HR students must master through required coursework, as well as the eight SHRM competencies. Four content areas comprise secondary content areas recommended for study. Faculty also were asked what content they taught in their capstone course (see Figure 7).

All content areas may be taught at different levels, different lengths and with different emphases, depending on whether the program is at the undergraduate or graduate level. Content areas do

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**Figure 7: Content Areas Covered in HR Capstone Course**

<table>
<thead>
<tr>
<th>Content Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR strategy</td>
<td>66%</td>
</tr>
<tr>
<td>Competitive strategy</td>
<td>54%</td>
</tr>
<tr>
<td>Advanced topics in HR</td>
<td>49%</td>
</tr>
<tr>
<td>Organizational effectiveness</td>
<td>48%</td>
</tr>
<tr>
<td>Change management</td>
<td>46%</td>
</tr>
<tr>
<td>Trends in HR</td>
<td>44%</td>
</tr>
<tr>
<td>Competitive advantage</td>
<td>43%</td>
</tr>
<tr>
<td>Ethics</td>
<td>40%</td>
</tr>
<tr>
<td>HR performance metrics</td>
<td>39%</td>
</tr>
<tr>
<td>Emerging/special topics in HR</td>
<td>35%</td>
</tr>
<tr>
<td>Interrelationship of HR disciplines</td>
<td>34%</td>
</tr>
<tr>
<td>Diversity</td>
<td>30%</td>
</tr>
<tr>
<td>Other</td>
<td>29%</td>
</tr>
<tr>
<td>Environmental context of business</td>
<td>26%</td>
</tr>
<tr>
<td>Organizational scorecard</td>
<td>25%</td>
</tr>
<tr>
<td>HR Scorecard</td>
<td>22%</td>
</tr>
<tr>
<td>Mergers and acquisitions</td>
<td>19%</td>
</tr>
<tr>
<td>Labor market analysis</td>
<td>18%</td>
</tr>
</tbody>
</table>

n = 119
not always translate into distinct courses per se, but SHRM expects that each HR content area, and the eight SHRM competencies, should be included as elements in required courses that focus on the links among HR, business focus and strategic issues important to organizations. Minimum required content areas were derived from and identified by using multiple quantitative and qualitative research methods.

Sample course templates, provided in the next chapter, include a combination of required and secondary HR content areas. These sample courses simply represent one option for creating or modifying an HR curriculum. Samples are not intended to be a prescription for creating degree programs; SHRM expects and anticipates that universities will modify samples to incorporate and leverage their current resources available for curriculum design. Appendix A includes robust subtopic lists on which faculty members can draw to create or modify a degree program that leverages the strengths and instructional resources of the individual university.

Table 1A: HR Content Areas

<table>
<thead>
<tr>
<th>Required Content Areas</th>
<th>Secondary Content Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>Downsizing/Rightsizing</td>
</tr>
<tr>
<td>Compensation and Benefits*</td>
<td>Mergers and Acquisitions</td>
</tr>
<tr>
<td>Employee and Labor Relations</td>
<td>Outsourcing</td>
</tr>
<tr>
<td>Employment Law</td>
<td>Sustainability/Corporate Social Responsibility</td>
</tr>
<tr>
<td>Globalization</td>
<td></td>
</tr>
<tr>
<td>HR Career Planning</td>
<td></td>
</tr>
<tr>
<td>HR’s Role in Organizations</td>
<td></td>
</tr>
<tr>
<td>Human Resource Information Systems (HRIS)</td>
<td></td>
</tr>
<tr>
<td>Job Analysis and Job Design</td>
<td></td>
</tr>
<tr>
<td>Managing a Diverse Workforce</td>
<td></td>
</tr>
<tr>
<td>Metrics and Measurement of HR</td>
<td></td>
</tr>
<tr>
<td>Organizational Development</td>
<td></td>
</tr>
<tr>
<td>Performance Management</td>
<td></td>
</tr>
<tr>
<td>Staffing (Recruitment and Selection)</td>
<td></td>
</tr>
<tr>
<td>Strategic HR</td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td></td>
</tr>
<tr>
<td>Workforce Planning and Talent Management</td>
<td></td>
</tr>
<tr>
<td>Workplace Health, Safety and Security</td>
<td></td>
</tr>
</tbody>
</table>

*Exact language used during data collection was “Total Rewards (Compensation, Benefits)”

Table 1B: SHRM Competencies

<table>
<thead>
<tr>
<th>Required Competency Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Acumen</td>
</tr>
<tr>
<td>Communication</td>
</tr>
<tr>
<td>Consultation</td>
</tr>
<tr>
<td>Critical Evaluation</td>
</tr>
<tr>
<td>Ethical Practice</td>
</tr>
<tr>
<td>Global and Cultural Effectiveness</td>
</tr>
<tr>
<td>Leadership and Navigation</td>
</tr>
<tr>
<td>Relationship Management</td>
</tr>
</tbody>
</table>
CURRICULUM TEMPLATES: SAMPLE COURSE OUTLINES FOR CREATING OR MODIFYING AN HR DEGREE PROGRAM

This section provides sample course outlines for various HR programs:

- Bachelor of Business Administration (BBA) or Bachelor of Science in Business Administration (BSBA) with a concentration in HRM.
- Master of Business Administration (MBA) with a concentration in HR.
- Master of Science in HR (MSHR) or Master of Arts in HR (MAHR) housed in the business school.

The purpose of the examples is to show the variety of options available for curriculum development. They are not absolutes but represent possible combinations to use. These examples are not intended to be prescriptive in nature but instead to provide a general guideline to allow universities maximum flexibility to build an HR curriculum that leverages the university’s faculty and other instructional resources.

The following HR curriculum outlines are grouped into courses that, as a set, can constitute a complete HR curriculum. However, the particular content areas selected, their grouping, and the length of time and attention that can be devoted to each vary with the nature of the individual university’s academic program and at the discretion of the HR faculty who teach in the program.
UNDERGRADUATE CURRICULUM: A SAMPLE TEMPLATE FOR STRUCTURING A BACHELOR OF BUSINESS ADMINISTRATION (BBA) OR BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION (BSBA) WITH A CONCENTRATION IN HRM

The following sample course outlines reflect the opinions of those who participated in the 2017 analysis of HR content areas to be included in HR degree programs. These content areas emerged in the research as those that are very valuable and thus the most critical for newly graduated HRM students to master during their degree program.

Please note: The template is provided only as an example of how faculty may choose to incorporate the required and secondary HR content areas into a curriculum. It is not intended to be used as a prescription for creating a degree program.

These assumptions apply:

- In addition to the BBA and BSBA, these outlines may be applicable to Bachelor of Science degrees in a business discipline (e.g., management) with an HRM as a major or area of concentration, emphasis or focus, or a Bachelor of Human Resources degree.
- A major area of study or concentration is generally considered to be four to six HR-specific courses, including an introductory and capstone courses.
- The program is in a semester, quarter or trimester system.
- Business core courses cover the following areas as part of the degree program’s general education requirements in addition to the major area of study or concentration: accounting, business law, economics, finance, marketing, general management, statistics, strategic management.
- Introductory course is taken first, and capstone course is taken last.
**SAMPLE COURSE OUTLINE 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

Organizational context of human resources
- Business acumen (SHRM competency)
- Communication (SHRM competency)
- Ethical issues in HR management
- Ethical practice (SHRM competency)
- HR career planning
- HR objectives and HR's role in the organization
- Job analysis and job design
- HR planning
- Legislation affecting HR
- Trends in HR management

Managing compensation and benefits
Managing a diverse workforce
Overview of employee relations
Overview of global HRM
- Global and cultural effectiveness (SHRM competency)
Overview of HRIS
Overview of labor relations and unionized work environments
Overview of metrics and measurement
Overview of performance management
Overview of the staffing management function
Overview of training and development
Overview of workplace health, safety and security
Strategic HR

**SAMPLE COURSE OUTLINE 2: STAFFING, RECRUITING AND PERFORMANCE MANAGEMENT**

Employee relations
- Career development as a retention tool
- Employment laws governing the employment relationships
- Managing a multigenerational workforce
- Relationship management (SHRM competency)
- Resolving disputes and complaints
- Workplace privacy

HR's role in staffing management
- Consultation (SHRM competency)

Performance management
- Communicating performance expectations
- Disciplinary actions, performance improvement and terminations
- Evaluating employee performance
- Linking performance with compensation and benefits

Recruitment
- At-will doctrine
- Hiring and employee discharge practices
- Negligent hiring
- Recruiting for diversity
- Reference checking
- Tracking applicants via HR information systems

Selection
- Calculating adverse impact
- Calculating staffing metrics and yield ratios
- Organization entry, socialization and onboarding
- Regulatory and compliance matters

**SAMPLE COURSE OUTLINE 3: EMPLOYMENT LAW**

Overview of employment law
- Reasonable accommodation
- Fair Labor Standards Act of 1938 (FLSA)
- Family and Medical Leave Act of 1993 (FMLA)
- Labor laws
  - Labor Management Reporting and Disclosure Act of 1959 (LMRDA)
  - National Labor Relations Act of 1935 (NLRA)
  - Labor Management Relations Act of 1947 (LMRA)
  - Employer unfair labor practices
- Occupational Safety and Health Act of 1970 (OSHA)
- Staffing
  - Employment contracts and the employment-at-will doctrine
  - Disparate impact and disparate treatment
  - Fair Credit Reporting Act (FCRA)
  - Immigration Reform and Control Act (IRCA)
  - Negligent hiring
  - Title VII of the Civil Rights Act of 1964 and 1991
  - Unlawful harassment
  - Worker Adjustment and Retraining Notification Act of 1988 (WARN Act)
SAMPLE COURSE OUTLINE 4: TRAINING AND DEVELOPMENT

Introduction to training and development
  Conducting training
  Evaluating training
  Calculating training return on investment (ROI)
  Linking performance and career development needs to training

Training and development project*
  * Note: This is intended to be a realistic job preview, allowing students to practice using what they learned in class by conducting a training program for fellow students.

Understanding the organization
  ADDIE model
    Assessment; design; development; implementation; evaluation
  Learning styles
  Conducting needs assessments and SWOT analysis
  Linking organizational strategy with training and development strategies
  Training as competitive advantage

SAMPLE COURSE OUTLINE 5: MANAGING COMPENSATION AND BENEFITS

Managing compensation
  Compliance and regulatory issues that affect pay
  Creating and communicating a compensation philosophy: domestic vs. global
  Base pay system and levels
  Calculating pay increases
    Merit pay, pay-for-performance, incentives/bonuses
    Profit sharing
  Internal equity issues
    Comparisons and progress toward midpoint
  Market-based strategies
    Lead, lag or match market rate
    Analyzing and interpreting salary survey data
  Role of job analysis/job design in compensation decisions
  Salary compression
  Compliance and regulatory issues that affect pay

Managing employee benefits
  (Cost control, monitoring future obligations, action planning, strategic planning)
  Educational benefits
  Life insurance
  Employee assistance programs
  Family-friendly benefits
  Domestic partner benefits
  Outsourcing benefits administration

Statutory vs. voluntary benefits
  COBRA, HIPAA, ERISA, FLSA
  Defined benefit and defined contribution plans
  Employee assistance/wellness programs
  Federal insurance programs (Old-Age, Survivor, and Disability Insurance (OASDI), Medicare)
  Health and wellness benefits
  Paid time off
  Regulatory issues in benefits management
  Retirement plans
  Types of health care plans (HMOs, PPOs, fee-for-service, consumer-directed; HSAs)
  Vacation, sick leave, personal leave
  Workers’ compensation

SAMPLE COURSE OUTLINE 6: STRATEGIC HR MANAGEMENT CAPSTONE

Change management

Communication (SHRM competency)

Competitive strategy
  Competitive advantage
  Consultation (SHRM competency)
    Role of the HR professional as internal consultant
  Critical evaluation (SHRM competency)
  Ethical practice (SHRM competency)
  Global and cultural effectiveness (SHRM competency)
  HR performance metrics

HR strategy: Interrelationship of HR disciplines
  Advanced topics in HR sustainability
  Leadership and navigation (SHRM competency)
  Organizational development
  Organizational effectiveness
  Trends in HR

Managing workforce changes
  Mergers and acquisitions
  Outsourcing
  Rightsizing/downsizing

Sustainability/corporate social responsibility
  Environmental context of business
ELECTIVES

Faculty can use the additional skill development and competency lists found in Appendix B to identify an appropriate set of topics to be incorporated as electives. Alternatively, modules included above can be expanded or rearranged to provide the desired menu of courses.
The following sample template integrates critical HRM competencies into courses structured primarily along the lines of core content outlined in this guidebook.

Please note: The sample course outlines are provided only as an example of how faculty may choose to incorporate the required and secondary HR content areas into an MBA curriculum. It is not intended to be used as a prescription for creating a degree program.

The following assumptions apply:

- This course outline is relevant for a Master of Business Administration (MBA) with a concentration or emphasis in HRM.
- An HR concentration within the MBA is generally considered to be a minimum of five or six HR-specific courses, including an introductory and capstone courses.
- The program is in a semester, quarter or trimester system.
- Business core courses cover the following areas as part of the degree program’s general education requirements in addition to the major area of study or concentration: accounting, business law, economics, finance, marketing, general management, statistics, strategic management, and may have been prerequisites to admission, based on individual university requirements.
- Overview of HRM course is taken first, and capstone course is taken last.
SAMPLE COURSE OUTLINE 1:
A COMPREHENSIVE OVERVIEW OF HUMAN RESOURCE MANAGEMENT

Analyzing HR metrics
- Critical evaluation (SHRM competency)
- Business acumen (SHRM competency)
- Linking HR to the organizational scorecard
- Leveraging human resource information systems data to manage human capital

Compensation and benefits
- Compensation and benefits philosophy and structure
- Job analysis and job design

Employment law
- Title VII of the Civil Rights Act of 1964 and 1991
- Fair Labor Standards Act of 1938 (FLSA)
- Family and Medical Leave Act of 1993 (FMLA)
- Occupational Safety and Health Act of 1970 (OSHA)
- Worker Adjustment and Retraining Notification Act of 1988 (WARN Act)

HR's role in organizations
- Ethical decision-making in human resources
- Communication (SHRM competency)
- Consultation (SHRM competency)
- Ethical practice (SHRM competency)
- Employment relationships and the legal environment

HR within the global business environment
- Global and cultural effectiveness (SHRM competency)

Strategic human resource management
- Organizational development
  - Linking individual and team performance to organizational outcomes
  - Managing human capital assets for competitive advantage

Workforce planning and talent management
- Consultation (SHRM competency)
- Creating a strategic staffing plan
- Labor market analysis, trends and forecasting
- Legally compliant recruitment, selection and staff management strategies

SAMPLE COURSE OUTLINE 2: MANAGING INDIVIDUAL AND TEAM PERFORMANCE

Communicating performance expectations
- Linking performance to compensation, incentives and rewards
- Measuring performance

Developing leaders
- Career planning
- Leadership and navigation (SHRM competency)
- Succession planning
- Training and development

Managing performance in unionized environments
- Labor relations implications for individuals and teams
- External influences on staffing: labor markets, unions, economic conditions, technology

Relationship management (SHRM competency)
- Assimilating employees, contractors and temporary workers
- Building and managing teams
- Managing a diverse workforce
- Managing employment relationships

SAMPLE COURSE OUTLINE 3: MANAGING CHANGE FOR COMPETITIVE ADVANTAGE

Change management
- Leading change

Ethical practice (SHRM competency)
- Leadership and navigation (SHRM competency)
- Managing workplace reform
- Sustainability/corporate social responsibility
- Value proposition of human capital initiatives

HR implications of mergers and acquisitions
- Global environment of business; global and cultural effectiveness (SHRM competency)
- Integrating people management structures and systems pre- and post-merger
- Managing downsizing and rightsizing

Legal implications of workforce expansion and contraction
- Managing workforce adjustments and transitions

Measuring and communicating the worth and value of human resources
- Critical evaluation (SHRM competency)
SAMPLE COURSE OUTLINE 4: MANAGING RISK IN HUMAN RESOURCES

Disaster preparation, business continuity and recovery planning
- Managing strikes and boycotts
- Planning for and handling catastrophic events
- Preventing workplace violence

Financial implications of managing risk
- Coaching and employee development
- Consultation (SHRM competency)
- Data security
- Illegal harassment
- Measuring profit and loss implications of business risks
- Protection from retaliation

Human resource audits
- Maintaining appropriate and complete HR records

Legal compliance
- Ensuring sound employment practices
- Managing inspections
- Monitoring, surveillance and privacy concerns
- Workplace health, safety and security
- Unfair labor practices

SAMPLE COURSE OUTLINE 5: TRAINING AND DEVELOPMENT OF HUMAN RESOURCES

Conducting training

Learning theories
- Competency models
- Career development needs of individuals
- Human/intellectual capital
- Needs assessment
- Organizational developmental needs

Outsourcing
- Determining return on investment (ROI)
- E-learning and use of technology in training
- HR as training leader
- Mandatory training for legal compliance
- On-the-job training (OJT)
- Training evaluation

SAMPLE COURSE OUTLINE 6: STRATEGIC HRM (CAPSTONE)

Organizational effectiveness
- Change management
- Communication (SHRM competency)
- Quality management
- Risk management

Strategic management and strategy formulation
- Communicating strategy to staff
- Competitive strategy
- Competitive advantage
- Competitive differentiators
- Ethical practice (SHRM competency)
- Global HRM
- Global and cultural effectiveness (SHRM competency)
- Linking HR strategy to organizational strategy
- Role of values in strategy formulation
- Strategy implementation

Trends in HR mission and vision

ELECTIVES

Faculty can use the additional skill development and competency lists found in Appendix B to identify an appropriate set of topics to be incorporated as electives. Alternatively, HR content areas included above can be expanded or rearranged to provide the desired menu of courses.
GRADUATE CURRICULUM: A SAMPLE TEMPLATE FOR STRUCTURING A MASTER OF SCIENCE OR MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT (WITHIN A BUSINESS SCHOOL)

The following sample template integrates critical HRM competencies into courses structured primarily along the lines of core content outlined in this guidebook.

Please note: The sample course outlines are provided only as an example of how faculty may choose to incorporate the required and secondary HR content areas into an MSHRM curriculum. It is not intended to be used as a prescription for creating a degree program.

The following assumptions apply:

- These outlines may be applicable to Master of Science and Master of Arts degrees in a business discipline (e.g., management) with HRM as a major or area of concentration, emphasis or focus.

- A Master of Science in HRM (MSHRM), or Master of Arts, degree is generally a 30-to 42-credit-hour program (depending on the university’s general education requirements), comprises many HR-specific courses and may include an introductory and capstone courses.

- The program is in a semester, quarter or trimester system.

- Business core courses cover the following areas as part of the degree program’s general education requirements in addition to the major area of study or concentration: accounting, business law, economics, finance, marketing, general management, statistics, strategic management, and may have been prerequisites to admission, based on individual university requirements.

- Overview of HRM course is taken first, and capstone course is taken last. Refer to the overview and capstone courses included in the MBA template.
### SAMPLE COURSE OUTLINE 1: COMPENSATION

- Developing a total rewards strategy
  - Communicating a total rewards philosophy
  - Compensation and benefits structures
- Incentive compensation
- Legal issues regarding compensation and workforce adjustments
  - Managing compensation and benefits in employee separations
- Managing a change in compensation structure
- Pay for performance and merit pay systems
  - Controlling benefits costs
  - Health and welfare benefits
  - Measurement: cost/benefit analyses
  - Outsourcing compensation and benefits functions
- Special compensation situations
  - Commission sales
  - Executives
  - Golden parachutes

### SAMPLE COURSE OUTLINE 2: GLOBAL HR

- Global legal environment
  - Country-specific laws
  - Data security
  - Employee privacy and safety issues
  - Foreign Corrupt Practices Act
  - Human resource information systems
  - Security issues
  - U.S. laws that apply outside the United States
- Global and cultural effectiveness (SHRM competency)
  - Cultural competence
  - Cultural sensitivity
  - Managing expatriate compensation
  - Managing a virtual workforce
  - Relationship management (SHRM competency)
  - Repatriation and career pathing for returning expatriates
  - Valuing diversity within work teams
- Staffing strategies for multinational organizations
- Sustainability/responsible management

### SAMPLE COURSE OUTLINE 3: EMPLOYMENT LAW

- Overview of employment law
  - Reasonable accommodation
  - Fair Labor Standards Act of 1938 (FLSA)
  - Family and Medical Leave Act of 1993 (FMLA)
  - Occupational Safety and Health Act of 1970 (OSHA)
- Staffing
  - Disparate impact and disparate treatment
  - Employment contracts and the employment-at-will doctrine
  - Fair Credit Reporting Act (FCRA)
  - Immigration Reform and Control Act (IRCA)
  - Negligent hiring
- Title VII of the Civil Rights Act of 1964 and 1991
- Worker Adjustment and Retraining Notification Act of 1988 (WARN Act)
- Unlawful harassment

### SAMPLE COURSE OUTLINE 4: LABOR MANAGEMENT RELATIONS

- Collective bargaining issues
  - Mandatory issues
  - Nonmandatory issues
  - Union security clauses
- Collective bargaining process
  - Good faith bargaining
- Employee engagement and involvement strategies
- Grievances
  - Unfair labor practices
- Managing union organizing policies and handbooks
- Negotiation skills
- Strikes, boycotts and work stoppages
- Union-related and labor relations law
  - Labor Management Reporting and Disclosure Act of 1959 (LMRDA)
  - National Labor Relations Act of 1935 (NLRA)
  - Labor Management Relations Act of 1947 (LMRA)
  - Union membership
  - Managing union shops
  - Right-to-work issues
- Union/management relations
- Union decertification and deauthorization
SAMPLE COURSE OUTLINE 5: STAFFING, PERFORMANCE MANAGEMENT, TRAINING, WORKFORCE PLANNING AND TALENT MANAGEMENT

Bona Fide Occupational Qualifications (BFOQs)
Creating an employment brand
Environmental considerations
  Communicating adverse employment decisions
  External and internal recruitment strategies
  External influences on staffing
  Labor markets, unions, the economy and technology
  Reference/background checks
  Pre-employment screenings
  Post-offer screenings
  Structured interviewing

Job offers: employment-at-will, contracts, authorization to work
Performance appraisals
  Appraisal feedback
  Diagnosing problems
  Managing performance
  Performance improvement programs

Career development
  Competency models
  Employee development: formal education, experience, assessment
  On-the-job training (OJT)
  Role of training in succession planning

Workforce planning and talent development
  Labor supply and demand
  Planning, forecasting, requirement and availabilities, gap analysis, action planning
  Retention: involuntary turnover, outplacement consulting, alternative dispute resolution
  Retention: voluntary turnover, job satisfaction, withdrawal, alternatives
  Retention: measurement
  Succession planning

SAMPLE COURSE OUTLINE 6: ANALYTICS, METRICS AND PROBLEM-SOLVING IN HRM

Balanced scorecard
  Accountability and transparency
  Calculating and interpreting yield ratios
  Calculating return on investment (ROI)
  Forecasting and projections
  HR scorecard
  Governance
  Organizational scorecard

Business acumen (SHRM competency)
  Analyzing and interpreting metrics
  Benchmarking HR
  Quantitative analysis

Research design and methodology
Research theory
Reputation and brand enhancement
Risk management
Supply chain management
Trend and ratio analysis

SAMPLE COURSE OUTLINE 7: CHANGE MANAGEMENT, LEADERSHIP AND ORGANIZATIONAL BEHAVIOR

Change management
  Adjusting to change within the organization
  Communication and building trust
  Coping strategies for employees
  Creating a foundation for problem-solving
  Dimensions of change
  HR as ethical change agent
  Leading, planning and implementing change
  Stages of change management

Consultation (SHRM competency)
Decision-making
Equity, ethics and fairness in the workplace
Ethical practice (SHRM competency)
Managing diverse groups and work teams
  Individual, group and organizational dynamics
Productive work environments
Role of power and influence in human resources
Leadership
  Communication styles
  Leadership development
  Leadership, motivation and individual behavior
  Leadership and navigation (SHRM competency)

Organizational development
  Communication (SHRM competency)
  Coaching
  Developing human resources
  Emotional intelligence
  Equipping the organization for present and future talent needs
  Improving organizational effectiveness
  Knowledge management
  Leadership development
  Measurement systems
  Ongoing performance and productivity initiatives
  Organizational effectiveness
  Organizational learning
  Organizational structure and job design
  Outsourcing employee development
  Social networking
  Succession planning
  Theories and strategies for developing an organizational behavior model
  Training employees to meet current and future job demands
  Workplace culture and trust building

ELECTIVES

Faculty can use the additional skill development and competency lists found in Appendix B to identify an appropriate set of topics to be incorporated as electives. Alternatively, modules included above can be expanded or rearranged to provide the desired menu of courses.
ANALYZING YOUR UNIVERSITY’S HR DEGREE PROGRAM FOR ALIGNMENT

The 2017 Curriculum Guidebook Revalidation Study asked academicians about their familiarity with SHRM’s HR Curriculum Guidebook and Templates. Well over half of respondents (87%) stated they were familiar with the guidelines and knew that their HR degree program aligns with the SHRM HR curriculum guidelines. In prior revalidation studies of the curriculum guidebook, HR academicians identified the following reasons as the top three benefits of aligning an HR degree program with the guidelines:

- It standardizes what students know upon graduation from the program and their level of preparedness to enter the HR profession.
- It provides guidelines about which HRM topics are important to teach.
- It provides a bridge to the practitioner world.

There is no charge to complete the curriculum analysis, which takes approximately two to three weeks. This independent review, which is open to U.S.-based and international universities, may provide an opportunity for faculty to gain additional support for their programs when requesting resources within their school or when seeking approval of curriculum changes.

Upon receiving the alignment application and documentation, SHRM will conduct the curriculum analysis, communicate the results of the analysis and ask any questions about unclear or incomplete information.

Once the HR degree program (undergraduate or graduate) is determined to align with the SHRM HR curriculum guidelines, the college or university will be notified by e-mail. The school will receive an official letter of alignment and a certificate of alignment, along with a marketing paragraph. The HR degree program will be posted in the SHRM HR Program Directory. Colleges and universities will be required to renew this alignment periodically; SHRM will send a renewal application with the instructions on what documentation to provide.

IMPORTANT: The SHRM logo may not be used by the college or university in its marketing materials or on its website in relation to alignment.

To request the alignment application, please write to alignment@shrm.org.
Appendix A includes the required and secondary HR content area topic lists. These content lists were compiled based on the 2017 Curriculum Guidebook Revalidation Study. The topic lists below—with subtopics—were compiled from a variety of sources, including the following:

- SHRM 2017 Curriculum Guidebook Revalidation Study, titled Preparing to Enter the Field of Human Resources.

- SHRM 2013 Curriculum Guidebook Revalidation Study.

- SHRM Assessment Development Study: From a list of over 150 of the top-selling books and textbooks from well-known university programs, SHRM reviewed the contents of the 12 highest-selling textbooks to develop a list of HR content areas to include in an assessment; this was done by surveying practitioners and academicians.

- SHRM taxonomy used to structure and organize HR content areas in the HR Knowledge Center and SHRM Online.

- SHRM Competency Model.

Please see Tables 1A and 1B (page 20) for the 2018 HR content areas and SHRM competencies.

The following lists present the required HR content areas, the secondary content areas and the SHRM competencies (including definitions).
REQUIRED HR CONTENT AREAS

CHANGE MANAGEMENT
Adjusting to change within the organization
Building trust
Coaching
Commitment
Coping strategies for employees
Creating a foundation for problem-solving
Culture
Dimensions of change
Experimentation
Implementing change
Involvement
Leading change
Planning change strategy
Stages of change management

COMPENSATION AND BENEFITS

Compensation
Compensation of special groups (e.g., executives, sales, contingent workers, management)
Determining pay increases
Development of a base pay system
Developing pay levels
External competitiveness strategies
Fair Labor Standards Act (FLSA)
Geographic location
Internal alignment strategies
Job evaluation point factor system
Labor market competition
Legal constraints on pay issues
Market compensation surveys
Market pressures
Minimum wage/overtime
Monitoring compensation costs
Motivation theories: equity theory, reinforcement theory, agency theory, expectancy theory
Pay discrimination and dissimilar jobs
Pay grades
Pay programs: merit pay, pay-for-performance, incentives/bonuses, profit sharing, group incentives/gainsharing, balanced scorecard
Prevailing wage
Role of job analysis/job design/job descriptions in determining compensation
Skill-based pay
Team rewards
Union role in wage and salary administration

Employee Benefits
Cost-benefit analysis
Domestic partner benefits
Early retirement programs and buy-out
Educational benefits
Employee assistance/wellness programs
Family-oriented benefits
Flexible spending account
Family and Medical Leave Act (FMLA)
Child care
Elder care
Federal insurance programs (Old-Age, Survivor, and Disability Insurance (OASDI), Medicare)
Financial benefits (gainsharing, group incentives, team awards, merit pay/bonuses)
Global employee benefits
Health-care cost containment
Managing employee benefits (cost control, monitoring future obligations, action planning, strategic planning)
Health care plans (multiple payer/single payer, universal health care systems, HMOs, PPOs, fee-for service, consumer-directed HSAs)
Affordable Care Act (2010)
Life insurance
Long-term care
Nonqualified plans for highly paid and executive employees
Outsourcing
Paid leave plans
Private group insurance
Regulation of health insurance programs (COBRA, HIPAA, Health Maintenance Organization Act of 1973)
Regulation of retirement plans (FLSA, ERISA, Pension Protection Act of 2006)
Sabbaticals
Severance pay
Statutory vs. voluntary benefits
Survivor’s benefits
Social Security
Time off and other benefits
Types of retirement plans (defined benefit, defined contribution, hybrid plans)
Unemployment insurance
Wellness programs
Workers’ compensation

EMPLOYEE AND LABOR RELATIONS
Alternative dispute resolution
Alternative dispute resolution: negotiation,
American Federation of Labor and Congress of
Attendance
Attitude surveys
Closed shops
Cognitive biases
Collective bargaining issues
Collective bargaining process
Communication
Conflict
Conflict management
Contract negotiation
Disciplinary actions: demotion, disciplinary termination
Distributive bargaining
Employee engagement
Employee involvement
Employee records
Employee retention
Fairness
Framing
Grievance management
Industries Organizations (AFL-CIO)
Integrative negotiation
International negotiation
Inquiries
Managing teams
Managing union organizing policies and handbooks
Managing/creating a positive organizational culture
Measuring and monitoring job satisfaction
Measuring involuntary turnover
Mediation and arbitration
Mutual adjustment
National Labor Relations Act (NLRA)
Negotiation skills
Interdependence
Mutual agreement
Posting requirements
Principles of justice
Procedural justice
Promotion
Recognition
Right-to-work laws
Service awards
Strikes, boycotts and work stoppages
Unfair labor practices
Union decertification and deauthorization
Union membership
Union organizing
Union shops
Union/management relations
Union-related labor laws
Value claiming
Value creation

EMPLOYMENT LAW
Affordable Care Act (2010)
Age Discrimination in Employment Act of 1967
Americans with Disabilities Act of 1990 and as amended in 2008
COBRA: Consolidated Omnibus Budget Reconciliation Act of 1985
Employer Retirement Income Security Act of 1974 (ERISA)
Equal Pay Act of 1963
Executive Order 11246 (1965)
Fair Credit Reporting Act (FCRA)
Fair Labor Standards Act of 1938 (FLSA)
Family and Medical Leave Act of 1993 (FMLA)
Genetic Information Nondiscrimination Act (GINA)
Health Insurance Portability and Accountability Act (HIPAA) of 1996
Immigration Reform and Control Act (IRCA)
Labor Management Relations Act of 1947 (LMRA)
Labor Management Reporting and Disclosure Act of 1959 (LMRDA)
Lilly Ledbetter Fair Pay Act
National Labor Relations Act of 1935 (NLRA)
Occupational Safety and Health Act of 1970 (OSHA)
Pregnancy Discrimination Act of 1978
Railway Labor Act of 1926 (RLA)
Rehabilitation Act (1973)
Title VII of the Civil Rights Act of 1964 and 1991
Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)
Worker Adjustment and Retraining Notification Act of 1988 (WARN Act)
Agency relationships/quasi-contracts
Citations and penalties
Contractual and tort theories
Disparate impact
Disparate treatment
Employee privacy
Employer unfair labor practices
Employment contracts
Employment-at-will doctrine
Enforcement agencies (EEOC, OFCCP)
Negligent hiring
Professional liability
Types of discrimination
Unlawful harassment
Sexual
Religious
Disability
Race
Color
Nation of origin
Religious
Whistle blowing/retribution
ADA (Reasonable accommodation)

GLOBALIZATION
Cross-border HR management
Current issues in global HRM
Dual-career families
Family concerns related to cross-border assignment
Host-country nationals (HCNs)
Managing personal and family life for expatriates
Parent-country nationals (PCNs)
Third-country nationals (TCNs)
Cross-cultural effectiveness
  Cultural sensitivity
  Cultural training
  Hofstede's Cultural Dimensions

European Union
Immigration law
Immigration issues
Global benefits
  Compensation (balance-sheet approach; home-based pay, host-based pay, localization)
Global business environment
  Global labor markets
  Global talent shortages
  Global security and terrorism
Managing expatriates in global markets
  Assessing and tracking career development of expatriates
  Effective repatriation
  Inshoring, offshoring, outsourcing
  Repatriating employees post international assignment
Managing virtual teams
North American Free Trade Agreement (NAFTA)

HR CAREER PLANNING
Balancing work and life
Career management systems
Career development
  Definition of a career
  Plateaueuing
  Skills obsolescence
Company policies to accommodate work and nonwork activities
Coping with job loss
Contingency theory
Developing leader skills
  Authentic leadership
Ethical decision-making
  Leader-member exchange theory
  Path-goal theory
  Situational approach
  Skills approach
  Style approach
  Team leadership
  Trait approach
  Transformational leadership

HR'S ROLE IN ORGANIZATIONS
It is expected that faculty will discuss HR's role regarding each of the individual HR disciplines whenever an individual discipline is taught. This discussion may take the form of describing HR's role in developing human capital, its effect on the organization's success or the interplay among the various disciplines—meaning how decisions in one HR discipline affect other HR disciplines.

HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)
Conducting systems needs assessments
Determining system specifications
Issues to consider when selecting HRIS software
Selecting an HR information system
Using HR data for enterprise management

JOB ANALYSIS AND JOB DESIGN
Compliance with legal requirements
  Equal employment (job-relatedness, bona fide occupational qualifications and the reasonable accommodation process)
  Equal pay (skill, effort, responsibility and working conditions) and comparable worth
  Overtime eligibility (exempt vs. nonexempt work)
  Ergonomics and workplace safety (work hazards and mitigation)
Employment practices (recruitment, selection and placement)
Job evaluation and compensation (grades, pay surveys and pay setting)
Job/role design (roles, duties and responsibilities)
HR planning (skill inventories and supply/demand forecasting)
Organization design (missions, functions and other aspects of work units for horizontal and vertical differentiation)
Performance management (performance criteria and appraisal)
Training and development
  Vocational and career counseling
  Needs assessment
  Career pathing
Work management (work processes and outsourcing)

MANAGING A DIVERSE WORKFORCE
Affirmative action (AA)
Aging workforce
Business case for diversity
Cultural competence
Equal employment opportunity (EEO)
Gay, lesbian, bisexual, transgender (GLBT)/sexual orientation issues
Generational differences: the multigenerational workforce
Glass ceiling
Individuals with disabilities  
Language issues  
Racial/ethnic diversity  
Religion  
Reverse discrimination

**METRICS AND MEASUREMENT OF HR**  
Analyzing and interpreting metrics  
Balanced scorecard  
HR scorecard  
Organizational scorecard  
HR and organization level  
Measuring absenteeism  
Measuring turnover  
Benchmarking  
Calculating and interpreting yield ratios  
Economic value added  
Forecasting  
Quantitative analysis  
Return on investment (ROI)  
Trend and ratio analysis projections

**ORGANIZATIONAL DEVELOPMENT**  
Coaching  
Developing human resources  
Emotional intelligence  
Equipping the organization for present and future talent needs  
Improving organizational effectiveness  
Knowledge management  
Leadership development  
Managing remote staff  
Measurement systems  
Organizational effectiveness  
Organizational learning  
Organizational structure and job design  
Ongoing performance and productivity initiatives  
Outsourcing employee development  
Social networking  
Succession planning  
Training employees to meet current and future job demands

**PERFORMANCE MANAGEMENT**  
Approaches to measuring performance  
Performance measure criteria  
Performance standards/goals  
Rater errors in performance measurement  
Reliability (intrarater reliability)  
Validity  
Identifying and measuring employee performance  
Forced distribution  
Graphic rating scales  
Paired comparison  
Ranking  
Performance appraisals  
Appraisal feedback  
Diagnosing problems  
Electronic monitoring  
Managing performance  
Performance improvement programs  
Process of performance management  
Sources of information (e.g., managers, peers, clients)

**STAFFING (RECRUITMENT AND SELECTION)**  
Assessment methods  
Ability/job knowledge tests, assessment centers  
Contingent assessment methods: drug testing, medical exams  
Initial assessment methods: résumés, cover letters, application blanks, biographical information, reference/background checks, genetic screening, initial interviews, minimum qualifications  
Noncognitive assessments (e.g., personality assessments, integrity tests, situational judgment tests, interest inventories)  
Bona Fide Occupational Qualifications (BFOQs)  
Determining labor demand and supply  
External influences on staffing: labor markets, unions, economic conditions, technology  
Forecasting  
Employment brand  
Image advertising  
Employment relationship: employees, contractors, temporary workers  
External influences on staffing: labor markets, unions, economic conditions, technology  
Internal recruitment: promotability ratings, managerial sponsorship, self/peer assessments, panels/review boards  
Internal recruitment: timing, open/closed/targeted recruitment, bona fide seniority  
Systems  
Interviews: situational, structured  
Online recruiting  
Electronic recruiting  
Use of social media in recruitment  
Selection decisions: ranking, grouping/banding, random selection  
Measurement concepts: predictors/criteria, reliability, validity  
Job offers: employment-at-will, contracts, authorization to work
Sources
External recruitment: recruiters, open vs. targeted recruitment, recruitment sources, applicant reactions, medium (electronic, advertisement)
Evaluating the quality of a source
Internal sources (employee referrals, posting, internal applicants)

STRATEGIC HR
Strategic management
Competitive advantage
Competitive strategy
Enhancing firm competitiveness
External growth strategy
Internal growth strategy
Mission and vision
Organizational effectiveness
Strategy implementation
Strategy formulation
Sustainability/corporate social responsibility

HR strategies
Ethics
HR liaison to the board of directors
Internal consulting
Linking HR strategy to organizational strategy
Measuring HR effectiveness
Quality management
The role of the chief human resource officer (CHRO)
Trends and forecasting in HR

TRAINING AND DEVELOPMENT
Business games and studies
Adventure learning
Creating a learning environment

Competency models
Learning theories: behaviorism, constructivism, cognitive models, adult learning, knowledge management
Training evaluation: Kirkpatrick’s model

Evaluating training programs
Determining return on investment (ROI)

Human/intellectual capital
Role of training in succession planning
Needs assessment
Employee development: formal education, experience, assessment
Organizational analysis, person analysis, task analysis
Personality tests and inventories

Selecting training methods
Blended learning
Coaching
Cross-training
E-learning and use of technology in training
Hands-on methods
Internships
Job rotation
On-the-job training (OJT)
Self-management skills
Shadowing
Simulations

Transfer of training: design issues, facilitating transfer
Training resources
Outsourcing

WORKFORCE PLANNING AND TALENT MANAGEMENT
Downsizing/rightsizing
Labor supply and demand
Planning: forecasting requirements and availabilities, gap analysis, action planning, core/flexible workforce
Retention: involuntary turnover, outplacement counseling, alternative dispute resolution
Retention: voluntary turnover, job satisfaction, withdrawal, alternatives
Retention: measurement
Succession planning
Workforce dynamics

WORKPLACE HEALTH, SAFETY AND SECURITY
Creating a healthy work environment
Communicable diseases
Corporate wellness programs
Employee health
Job stress and burnout
Protection from retaliation
Reducing workforce violence
Work-life balance

OSHA citations and penalties
Data security
Inspection
Investigating and reporting accidents
Material Safety Data Sheets (MSDSs)
Monitoring, surveillance, privacy
Security concerns at work
Safety management
- Alcoholism, drug abuse
- Crisis management teams
- Disaster preparation, continuity and recovery planning
- Distracted driving
- Enforcing safety rules
- Ergonomics
- Proactive safety programs
- Testing for substance abuse

SECONDARY HR CONTENT AREAS

DOWNSIZING/RIGHTSIZING
- Alternatives to employment downsizing
- Approaches to reducing staff size
- Consequences of employment downsizing
- Effectively managing a downsizing effort
- Employment downsizing
- Identifying and eliminating unnecessary work
- Identifying selection criteria for making downsizing/rightsizing decisions
- Importance of focusing on individual jobs vs. individual staff members
- Layoffs
- Prioritizing jobs for combining, streamlining or eliminating
- Reductions in force
- Strategies for long-term success
- Why downsizing happens
- When downsizing is the answer

MERGERS AND ACQUISITIONS
- Cultural compatibility
  - Adaptability
  - Assimilating work cultures
  - Cultural differences
  - Conducting HR due diligence
  - Degree of internal integration
  - Merging workplace cultures
- Integrating HR systems
  - Integrating compensation and benefits structures
  - Integrating performance management systems
- Integration
  - Autonomy
  - Communication
  - Diversity
  - Downsizing
  - Employee anxiety
  - Employee trust
  - Morale
  - Redundancy
  - Rumors

OUTSOURCING
- Conducting cost-benefit analyses
- Creating an outsourcing strategy
- Evaluating effectiveness of outsourcing efforts
- Evaluating proposals from contractors
- Identifying third-party providers (contractors)
- Importance of legal review of contracts
- Managing communications and deliverables
- Managing vendor/staff relationships
- Managing a vendor’s performance under the contract terms
- Negotiating contract terms
- Preparing a request for information (RFI) or request for proposal (RFP)
- Retaining management rights

SUSTAINABILITY/CORPORATE RESPONSIBILITY
- Corporate philanthropy
  - Accountability and transparency
  - Business case for CSR
  - Community/employee
  - Ethics
  - Linking organizational culture and corporate values
  - Management commitment to CSR
  - Reputation and brand enhancement
- Employee relations and employment practices
- Financial transparency
- Governance
- Risk management
- Sustainability practices
  - Green management
  - Supply chain management

SHRM COMPETENCIES AND DEFINITIONS

Business Acumen
- The KSAOs needed to understand the organization’s operations, functions and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.

Communication
- The KSAOs needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.
Consultation
The KSAOs needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation and evaluation of change initiatives, and to build ongoing support for HR solutions that meet the changing needs of customers and the business.

Critical Evaluation
The KSAOs needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.

Ethical Practice
The KSAOs needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity and accountability throughout the organization.

Global and Cultural Effectiveness
The KSAOs needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a diverse and inclusive workplace.

Leadership and Navigation
The KSAO needed to navigate the organization and accomplish HR goals, to create a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization, to lead and promote organizational change, to manage the implementation and execution of HR initiatives, and to promote the role of HR as a key business partner.

Relationship Management
The KSAOs needed to create and maintain a network of professional contacts within and outside the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization.
Appendix B
Additional Skill Development and Competency Lists

The following topics were suggested by HR faculty and HR practitioners who participated in SHRM’s research and revalidation surveys about HR curriculum design. When given the opportunity to write in additional topic areas not specifically addressed in the research, these topics were suggested for students who want to broaden their studies.

360-degree feedback
Accident prevention
Addressing morale while downsizing/rightsizing
Aligning HR practices with organization’s customer strategy
Analytics—quantitative decision-making
Appraisal methods
Assessing risk associated with HR decisions
Attitudinal structuring
Basic mathematic skills
Basic problem-solving skills
Basic work ethics
Basic writing and persuasion skills
Basics of salary administration, including market pricing and salary surveys
Being politically savvy
Branding the HR function
Budgeting
Bullying in the workforce
Business communications
Business etiquette
Business writing
Career stages
Career transitioning/changing careers
Changes in HR law
Coaching and counseling skills
Communicating with C-suite executives
Communication skills: verbal and written
Complaint investigation
Complex problem-solving skills
Confidentiality issues
Conflict management
Contingent workforce issues
Corporate universities
Corporate wellness plans
Cost-benefit analysis
Creating employee satisfaction surveys
Creative thinking
Criminal convictions and employment decisions
Crisis management

Critical thinking
Cultural diversity in the U.S.
Cultural sensitivity
Current affairs in shaping business decisions
Current issues in international HRM
Customer service skills
Data mining—quantitative analysis for HRM
Dealing with ambiguity
Development, design and implementation of training programs
Disability as a diversity issue
Diversity programs
Documentation, importance of
Drug-free workplace programs
Dual-career couples
Effects of interruptions—voluntary vs. involuntary
Effective survey design
Effective use of a contingent workforce
Electronic application process
Emotional and relational intelligence
Employee/employer rights and responsibilities
Employee relations issues
Environmental scanning
Ethics business strategy
Evidence-based management
Facilitator skill development
Falsification of employment information
Familiarity with business cycles
Familiarity with payroll laws
Family concerns related to cross-border assignments
Finance and accounting
Financial reports and connecting with HR
Flexible spending plans
Flexible work arrangements
Generational differences
Global benefits
Global talent shortages
Grievance/complaint prevention
Handling difficult situations and conversations
Health care reform
Health care cost containment
Hiring veterans
History of labor relations
How to conduct an investigation
How to effectively market HR agendas internally
How to manage up
How to set up an HR department
HRM in other settings (e.g., nonprofits, religion)
HR supply chain management
HR technology
Identify theft and fraud
Immigration issues
Immigration law
Implementing creativity in the workplace
Industry-specific variations in HR functions
Influence of immigration
Innovative thinking
In-patriots
Instructional design (ADDIE model)
International HRM perspectives
International labor relations
Internships
Interviewing skills
Intra-organizational bargaining
Knowledge management
Layoff management
Lean methodology and Six Sigma methodology
Legal interview techniques/practices
Leadership and motivation training
Making presentations to the board
Managing after a hostile takeover
Managing client relationships
Managing databases
Managing remote staff
Managing telecommuting and other flexible work arrangements
Managing “tribal knowledge”
Managing teams
Managing temporary staffing needs
Managing virtual teams
Managing workplace bullying and incivility
Managing your supervisor
Managing your work ethic
Mental/emotional wellness
Mentoring
Multicultural conflict
New health care laws
New-hire orientation
Organizational learning
Older Workers Benefit Protection Act
Onboarding new hires
Online recruitment
Organizational transparency vs. protecting organizational information
Outsource vs. in-house decisions
Outsourcing (as it differs from offshoring)
Preparing for mediations or arbitrations
Political diversity
Presentation skills (oral communication skills)
Privacy issues in the workplace
Proprietary information/noncompete agreements
Problem-solving skills
Processing visas
Project management
Reading and interpreting profit/loss statements
Records retention
Recruitment and selecting the right fit for the job
Relationship management with internal and external clients
Relocation issues
Reporting channels for sexual harassment and discrimination/disputes
Retaliation avoidance
Retention of quality employees
Social diversity
Social justice
Social media in advancing HR
Social networking strategies
Soft skills: conflict resolution
Soft skills: time management
Sourcing metrics
Stock options
Strategic thinking
Systems theory, specifically understanding how decisions affect every aspect of the organization
Team performance
Teamwork and interpersonal skills
Telecommuting sustainability
Total rewards for retaining top performers
Toxic leadership
Transnational employment systems
Union avoidance/prevention
Use and understanding of HRIS operations
Utility analysis: payoffs from staffing, training
Utilization of focus groups
Vendor negotiations
Violence in the workplace
Virtual HR globalization
Workforce demographics
Working cross-functionally and collaboratively
Written communication skills
Writing a business case
Writing a contingency plan
Writing an employee handbook
Writing policies and procedures
Writing proposals
Writing a white paper
Appendix C
Useful SHRM Links

HR Program Directory (list of HR degree programs that align with SHRM’s HR Curriculum Guidelines): shrm.org/academicinitiatives/students/pages/hrprogramdirectory.aspx

SHRM HR Curriculum Guidelines: shrm.org/academicinitiatives/universities/pages/guidebook.aspx

Faculty Exclusives: shrm.org/academicinitiatives/universities/teachingresources/Pages/TermsOfUse_Faculty.aspx

HR Career Brochure:
How to Pursue a Career in Human Resources: Six Simple Steps to Success: shrm.org/academicinitiatives/about/Pages/simplestepshrcareer.aspx

SHRM Competency Model:
shrm.org/learningandcareer/competency-model/pages/default.aspx

SHRM Diagnostic Tools:
shrm.org/learningandcareer/competency-model/pages/competency-diagnostic-tools.aspx

SHRM Certification:
shrm.org/certification/about/Pages/default.aspx

SHRM-CP Student Eligibility Program:
shrm.org/certification/apply/eligibilitycriteria/pages/student-shrm-cp-eligibility.aspx

SHRM Learning System (certification preparation):
shrm.org/certification/learning/options/Pages/default.aspx
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