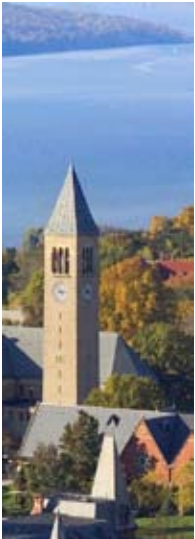


Online Certificate Program
Strategic Human Resources Practices
Six-course Certificate from Cornell University

- ILRHR551 Human Resources Leadership
- ILRHR552 Aligning HR Strategy with Organizational Strategy
- ILRHR553 Diversity and Inclusion for Bottom-Line Performance
- ILRHR554 Building a Talent-Management Culture
- ILRHR555 Measuring HR's Impact
- ILRHR556 Employee Engagement



eCornell—serving the global demand for expertise from Cornell University through exceptional online learning experiences tailored for professional and executive development.

An international community of eCornell students hails from over 180 countries.

Welcome to eCornell

Established and wholly-owned by Cornell University, eCornell has the most comprehensive online, professional and executive development curriculum offered by any top-20 university in the United States.

eCornell provides exceptional online learning experiences tailored for professional and executive development in the areas of strategy, leadership and management development, human resources, financial management, project leadership and hospitality management.

Our approach to problem-based learning means that you are building knowledge and skills using online case studies, interactive exercises, and simulations based on authentic, relevant, real-world situations.

The eCornell Experience

Learning happens through interaction and collaboration—a dynamic, creative process that involves the exchange of ideas, not simply the accumulation of facts. In eCornell courses you interact with an expert instructor and a cohort of your peers to collectively develop knowledge, and to effectively apply that knowledge in your organization.

eCornell offers a proven delivery model and incorporates the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

Program Quality Drives Motivation and Success

eCornell courses provide the convenience of structure and flexibility with course sessions starting every other week, round-the-clock/round-the-world access to course materials, live online chat, telephone, and email customer support. This world-class online learning is designed to stimulate and build motivation resulting in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
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- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
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- In the end, 95% of students would recommend to their peers that they take an eCornell course.



Campus Connections

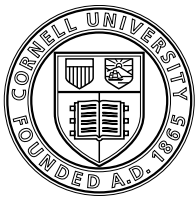
Collaboration between Cornell faculty experts and eCornell’s learning and user-experience designers create unique, engaging, and rigorous learning experiences.

eCornell curriculum is developed in partnership with Cornell University’s ...

- College of Industrial and Labor Relations
- College of Engineering
- School of Hotel Administration
- Johnson Graduate School of Management
- College of Human Ecology
- College of Agriculture and Life Sciences
- Laboratory of Ornithology

Accreditation

eCornell is a registered provider of professional recertification or continuing education units by the following :



Cornell University

Students who successfully complete the required courses in a program series receive a certificate from Cornell University suitable for framing.

All eCornell courses are eligible for continuing education units (CEU), from the School of Continuing Education at Cornell University. Courses with the prefix ILR, receive CEUs from the School of Industrial and Labor Relations at Cornell University.



American Council on Education - ACE

The American Council on Education (ACE) is the major coordinating body for all the nation’s higher education institutions. Many eCornell certificate programs have been recommended for college credit by the American Council on Education’s College Credit Recommendation Service (CREDIT). For more information about ACE visit <http://www.acenet.edu>.



Human Resources Certification Institute (HRCI)

eCornell is a Human Resource Certification Institute (HRCI) Approved Provider. Many courses are approved toward PHR and SPHR recertification credit hours through HRCI. For more information about certification and recertification, please visit the HRCI homepage at www.hrci.org.



Project Management Institute (PMI)

eCornell is a designated Global Registered Education Provider (R.E.P.) of the Project Management Institute (PMI). As a R.E.P., eCornell has been approved by PMI to issue Professional Development Units (PDUs) to Project Management Professionals (PMPs) seeking to maintain their certification for many leadership, strategic management, financial management, and management development courses. For more information about PMI visit <http://www.pmi.org>.



Society of Management Accountants of Canada

CMA Canada grants a professional designation in management accounting and regulates its members under the authorization of provincial legislation.

eCornell courses have been approved for seven (7) recertification credit hours (CPLDs) toward CMA recertification through the Society of Management Accountants of Canada at the national level. The CMA provincial associations verify and track hours submitted by their provinces standing CMAs. Each CMA is required to submit a minimum of 120 hours over a three year period and a minimum of 30 hours per year. For more information visit www.cma-canada.org.



- Study offline
- Highlight text
- Write and save searchable study notes
- Customize page views
- Full search features
- Print

What are eCornell CourseNotes?

eCornell CourseNotes are a way to enhance your eCornell learning experience to help you take notes, highlight important information, search for key words and phrases, and read your course materials while you are not online.

CourseNotes are designed using software designed by VitalSource Technologies to provide you with an easy to use tool to view your CourseNotes and organize them to suit your own needs.

CourseNotes download to your computer, much like music files, so that you can access them anywhere and any time you are at your computer. Unlike other e-books, CourseNotes are much more than “pictures of pages” — you have the ability search the CourseNotes of single courses, or any group of CourseNotes that you have purchased. You can also take searchable notes, highlight important portions of the course, easily print out each course, customize your page views, and even copy-and-paste content with bibliographic support.

How do they work?

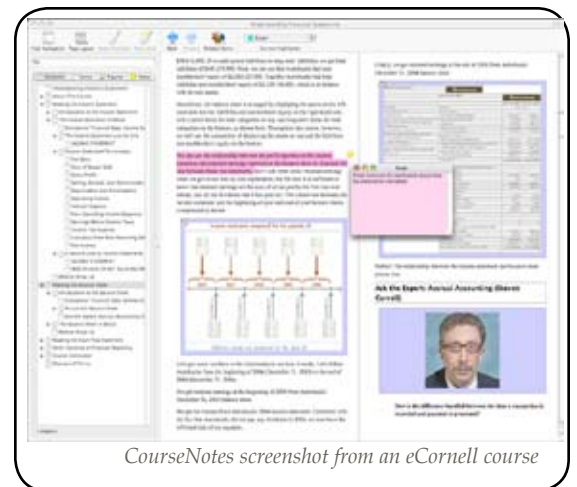
CourseNotes requires a free software download of the VitalSource Bookshelf (available at <http://www.vitalsource.com/index/bookshelf>). The Bookshelf allows you to download your CourseNotes to up to two separate computers, so you can have a copy at home and at work. CourseNotes and the VitalSource Bookshelf are compatible with Windows PCs and Macs.

You don't need to be connected to the Internet to use your CourseNotes; you can read, highlight, or take notes whenever you are at your computer. The Bookshelf is designed to allow you to customize your page layout so you can read the material exactly the way you want to see it. You can choose from a Browser, Column, or Reading view.

You can search your CourseNotes easily using key words and phrases. You can also search multiple CourseNotes simultaneously to provide you with information about a topic, like effective communication, that is discussed in more than one eCornell course.

You have the ability to highlight content in CourseNotes and to choose your highlighting color in order to differentiate different pieces of information. You can also take notes right in the bookshelf about the materials and have your notes be fully searchable.

Course notes are available to our individual customers for US\$29.00 each. Learners who enroll through an eCornell corporate program may be eligible for reduced rates.



CourseNotes screenshot from an eCornell course

Certificate in Strategic Human Resources Practices

A six-course certificate series from Cornell University's ILR School

Certificate Overview

The development and execution of a human resources strategy that is aligned with organizational goals and matched to an organization's competencies delivers tangible outcomes for an organization's people, customers, and shareholders. Such a strategy is based on transforming HR from a "business partner" to a "business leader" which requires in-depth knowledge of advanced and emerging HR topics. As a leader, HR plays a significant role, not only in human-capital development, but in how human capital can contribute to the execution of organizational and business strategies. This certificate program from Cornell University's ILR School develops the leadership competencies required to make this transformation.

The courses in this series focus on the drivers for transforming HR into a world-class function: the HR leader's influence on strategy and organizational leaders, alignment of HR strategy, using diversity and inclusion to achieve bottom-line results, developing a talent-management culture, strategies for employee engagement, and using metrics to measure impact on business outcomes. Each course explores a topic in depth, with particular emphasis on the role of the HR leader, industry best practices, and short projects that emphasize the application to your particular organization.

Who Should Take This Certificate?

This certificate series is designed for manager- and director-level HR professionals who are charged with improving HR's ability to contribute to organizational strategy and success. It is also appropriate for HR professionals seeking the advanced HR skills required for advancement to management and leadership positions. Participants should have completed a Cornell University Human Resources Practices certificate (or equivalent).

Certificate Information

To earn the Strategic Human Resources Practices Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

- ILRHR551 Human Resources Leadership
- ILRHR552 Aligning HR Strategy with Organizational Strategy
- ILRHR553 Diversity and Inclusion for Bottom-line Performance
- ILRHR554 Building a Talent-Management Culture
- ILRHR555 Measuring HR's Impact
- ILRHR556 Employee Engagement

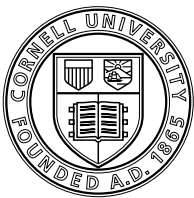
Accreditation

Participants who successfully complete all six courses in this certificate series receive a Strategic Human Resources Practices certificate from Cornell University's ILR School.

Cornell's ILR School will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR School for the CEU units after they have successfully completed the courses.

HRCI Recertification

The courses in this certificate series have each been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification and six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certification Institute (HRCI) for further information about certification or recertification.



ILRHR551 Human Resources Leadership

This course is based on the research and industry expertise of Patrick M. Wright, Ph.D., Professor and Director of the Center for Advanced Human Resources Studies (CAHRS) at Cornell University. It introduces Dr. Wright's SELF Model of Human Resources Leadership that defines the leadership and influencing competencies needed to balance the tradeoffs present in the formation of organizational strategy. The SELF Model focuses on HR's role in guiding strategy development to ensure that it will result in the expected Strategic, Ethical, Legal, and Financial outcomes for an organization. This course also introduces the Human Frailties framework, a tool for managing the interpersonal dynamics at the most senior levels of the organization in order to produce the most positive results.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels. Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course contains the following modules:

How HR Leads

- HR Then and Now

Strategy and the HR Professional

- Influencing Strategy Formulation
- Decision-making Perspectives
- The SELF Model

Managing Strategy Formation

- The Human Frailties Framework
- The HR Director's Roles

Benefits to Learner

Participants who complete this course will be able to:

- Articulate HR's role in the formation of organizational strategy
- Evaluate HR's role in their organization
- Apply the SELF model to their organization
- Use the Human Frailties Model to identify enablers as well as opportunism & hubris
- Perform a self analysis regarding their role as an HR leader

ILRHR552 Aligning HR Strategy with Organizational Strategy

This course, based on the research and expertise of Christopher Collins, Ph.D., Associate Professor and Director of Executive Education for Cornell University's School of Industrial and Labor Relations, develops the skills needed to assess how organizations create value and to align the HR function to execute the organization's strategy. Participants analyze the Balanced Scorecard approach as a means of vertically aligning the HR system with organizational objectives. They learn how to create a vertical-alignment strategy and use it to improve HR decision-making, people outcomes, processes, customer outcomes, and financial results. And they learn the skills required to plan and assess horizontal alignment of HR systems and practices. Finally, the course discusses best practices related to workforce partitioning, performance variability, value identification, and employee impact.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels. Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course contains the following modules

Value Creation

- Creating Value
- Competency

Vertical Alignment of HR

- The Balanced Scorecard
- Establishing a Need for HR
- Horizontal Alignment of HR
- What is Horizontal Alignment?
- Assessing Horizontal Alignment

Benefits to Learner

Participants who complete this course will be able to:

- Define value and how organizations create value
- Define competency and evaluate how their organization develops competency
- Define the need for vertical alignment of HR in their organization
- Apply the balanced scorecard to improve HR decision making
- Define and assess the horizontal alignment of HR in their organization

ILRHR553 Diversity and Inclusion for Bottom-Line Performance

This course summarizes the evolution of diversity and inclusion management; outlines key management practices for improving performance, contextualizes diversity in terms of current challenges, and provides direct linkages between diversity and the bottom line at the organizational and functional levels.

Dr. Roberson's model of strategic approaches to diversity and inclusion provides a comprehensive toolkit for strategic diversity management, implementing next generation high-involvement practices, and ensuring stakeholder alignment with strategic objectives.

Who Should Take This Course?

This course is essential for senior managers, directors, and executive level HR professionals. It is also designed for department and division management who can leverage diversity and inclusion to produce improved outcomes.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position.

Course Format

This course contains the following modules:

Defining Diversity and Inclusion

- Evolution of Diversity Management
- A Business Case for Diversity

Diversity and Inclusion Practices I

- A Basis for Diversity
- Diversity Building Blocks
- Devising Diversity Strategy
- Stakeholder Management

Diversity and Inclusion Practices II

- Diversity in Context
- Diversity in Work Groups

Diversity and the Bottom Line

- Diversity Framework and Ethics
- Effectively Impacting the Bottom Line

Benefits to Learner

- Define the evolution of diversity management
- Articulate the economic costs and benefits of strategically managing diversity
- Discuss best practices of diversity and inclusion and their implementation
- Explain the relationship complexity of diverse teams and organizations
- Identify and measure the outcomes of diversity and inclusion strategies
- Discuss the future of diversity and inclusion practices

ILRHR554 Building a Talent-Management Culture

As the existing "war for talent" intensifies and becomes increasingly global, organizations must develop strong talent-management practices that are tightly aligned with business strategy. Successful organizations build talent-management cultures to take advantage of their human capital. They focus on attracting top talent, identifying and developing future leaders, and retaining the best prospects in the high-potential talent pool.

This course focuses on developing a strategic approach to managing core talent. Such an approach begins with the development of an employment brand in order to attract the best talent to the organization, promote the organization as a preferred employer, and produce superior recruiting outcomes. Organizations must then identify and implement an integrated marketing and communication strategy to build brand awareness. The complexity of managing employee retention and engagement includes understanding the root causes of talent-retention problems. The course identifies practices and solutions for increasing the likelihood of top talent remaining with the organization and becoming its future leaders.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course comprises the following modules:

Attracting Talent to the Organization

- The role of the employment brand
- Creating the employment brand
- Identifying an advertising/marketing communication strategy

Retaining Top Talent

- Identifying drivers of turnover and retention
- Increasing retention by creating employee embeddedness

Benefits to Learner

- Articulate the need for an employment brand
- Identify how to differentiate their organization as an employer of choice
- Employ best practices for leadership development
- Recognize key drivers of turnover and retention
- Maximize employee engagement and embeddedness

ILRHR555 Measuring HR's Impact

HR leaders have the ability to drive business performance by defining, designing, developing, and delivering competitive advantage through people. A key component of their ability to do so is a solid understanding of the organization's business drivers and a demonstrable competence in matching human capital to strategic initiatives.

This course focuses on identifying and developing key measures of HR's impact on business outcomes. It distinguishes between business metrics and HR metrics and relates them in terms of how to measure and communicate HR's value. Metrics must support the organization's business model. This course provides models for matching metrics to organizational outcomes and developing business-based metrics including the use of the balanced scorecard tied to financial, customer, process, and people outcomes. This course also provides frameworks for categorizing and analyzing metrics according to the business value they measure, analyzing HR metrics, and building a model to link metrics to organizational goals and priorities.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

Metrics for HR Leaders

- Meeting Challenges and Making Decisions
- Metrics That Support the Business Model

Metrics for Business Literacy

- Developing a Strategy Map
- Using the Balanced Scorecard

Metrics for Business Value

- Categorizing Metrics for Value
- Building Your Metrics Model

Benefits to Learner

- Articulate why metrics should be used and which metrics best support your business model
- Develop a strategy map for creating business-based metrics
- Use the balanced scorecard to measure financial, customer, process, and people outcomes
- Categorize appropriate metrics for measuring business value
- Build a metrics model and design the metrics best suited to your business model

ILRHR556 Employee Engagement

Employee engagement can be broadly defined as employees consistently acting in the best interests of the organization. Linked to critical outcomes including absenteeism, turnover, customer satisfaction, operational performance, and financial performance, employee engagement is a vital driver of an organization's bottom-line performance.

This course focuses not only on why employee engagement is important and valuable, but also on how to foster and measure employee engagement and link it to key organizational metrics and outcomes. It examines the business case to pursue employee engagement as a strategic initiative and evolve beyond the transactional approach of traditional employee relations to a strategic approach focusing on relationship-oriented and emotional measurements of employee commitment. It also develops the competencies necessary to build employee engagement in your organization, the risks involved, and the implications for the HR professional in adopting this approach.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course contains the following modules:

The Value of Engagement

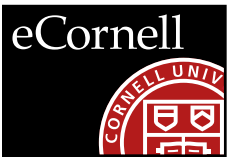
- The Meaning of Engagement
- Measures of Engagement
- Engagement and the Bottom Line

Creating Engagement

- How to Build Engagement
- The Risks Involved
- Implications for HR

Benefits to Learner

- Define and measure the value of employee engagement
- Link employee engagement to organizational success
- Build a plan to create employee engagement at your organization
- Manage the risks associated with executing an employee engagement strategy



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