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CF 305 HUMAN RESOURCES MANAGEMENT CERTIFICATE

Human resources practitioners are faced with unprecedented challenges in meeting the needs of competitive business organizations. To meet these challenges successfully requires up-to-date information and current perspectives on the strategic alignment of the HR function with corporate objectives.

The Human Resources Management Certificate offers a current, comprehensive, and practical grounding in the major areas required of a personnel generalist. All courses are conveniently scheduled and offer direct skills practice along with expert guidance from instructors who are practitioners or consultants in the field. Online versions of the required courses may be applied to this certificate program.

Courses

Required	Units
MGMNT X 450 Elements of Human Resources Management This course provides an overview of and introduction to the basic human resources management (HRM) functions: employment, employee relations, training and development, compensation, benefits, and human resources information systems (HRIS). Topics include the various aspects of designing and structuring an HRM/personnel department, the history and future of HRM, the changing nature of work, the relationships of HRM functions, the current legal environment in which HRM operates, sources for obtaining answers to most operational HRM problems, and an exploration of HRM as a career.	4.00
MGMNT X 450.03 Financial Aspects of Human Resources Management To be a successful business partner with senior management, the human resources professional needs to effectively manage the financial impact of their HR department or section on the company's bottom line. Through presentation, discussion, and exercises, this course provides the HR practitioner with the hands-on tools and information needed to measure the cost of the HR functional area(s) for which they are responsible. In addition, some typical company financial statements are discussed, including the income statement, balance sheet, and the statement of cash flows, with suggestions on ways that the HR practitioner can enhance a company's financial performance.	4.00
MGMNT X 450.2 Talent Acquisition A high-quality workforce is essential to the success of businesses today. This course provides the strategies, concepts, and practices essential to the effective selection of personnel to accomplish a business objective, with an emphasis on recruiting, promoting, and retraining employees. The course also covers budget development, job descriptions, interviewing techniques, assessment, testing, background investigations, legal requirements, reporting of results to management, employee orientation, outplacement, and ethnic diversity issues.	4.00
MGMNT X 450.31 Compensation Programs: Administration and Design In this introductory online course, students explore compensation as a key factor in achieving organizational goals. In addition to introducing current concepts, approaches, techniques, and terms, instruction examines the forces that shape the development of compensation strategies, plans, and policies. Topics include salary administration, incentive plans, and stock-based programs; the factors of motivation, performance evaluation, labor market dynamics, and budgeting that underlie the development of compensation programs; key steps involved in developing salary administration and cash-incentive programs; major laws and regulations that apply to compensation; and the way	4.00

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compensation programs are designed for specific job families, units/functions, and levels of organization. The compensation plan design is presented in a business context that includes issues and situations faced by practitioners in the field. The course also provides approaches for communicating programs and monitoring their effectiveness

MGMNT X 450.32 Benefits Programs: Administration and Design

Employee benefits are expensive and important to any organization, accounting for nearly 40% of total employee compensation. This comprehensive course provides essential information for evaluating and designing programs to meet corporate objectives. Technical jargon is demystified, and the interesting human side of employee benefits is examined. Instruction covers the most competitive benefits offered by employers and related administrative strategies, tools, and techniques; how to control cost and still attract and retain employees; basic methods of underwriting and financing group insurance plans, e.g., health care; an overview of popular 401(k) plans, similar retirement/saving plans, and regulatory compliance issues; COBRA and Protected Leave Administration; and practical application of managing an employee benefit program with a section 125 environment. Valuable benefit plan designs also are presented in relevant business situations, including group discussion of actual case examples

4.00

MGMNT X 450.34 Employee Relations and Legal Aspects of Human Resources Management

Employee benefits are expensive and important to any organization, accounting for nearly 40% of total employee compensation. This comprehensive course provides essential information for evaluating and designing programs to meet corporate objectives. Technical jargon is demystified, and the interesting human side of employee benefits is examined. Instruction covers the most competitive benefits offered by employers and related administrative strategies, tools, and techniques; how to control cost and still attract and retain employees; basic methods of underwriting and financing group insurance plans, e.g., health care; an overview of popular 401(k) plans, similar retirement/saving plans, and regulatory compliance issues; COBRA and Protected Leave Administration; and practical application of managing an employee benefit program with a section 125 environment. Valuable benefit plan designs also are presented in relevant business situations, including group discussion of actual case examples.

4.00

MGMNT X 482.201 Human Resources Development

This course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change. This highly interactive course focuses on strategies for assessing, designing, and implementing training and organizational development efforts that positively impact the performance of the individual and the work group. The course also provides an overview of change interventions, including training and staff development; succession planning and performance management; factors that influence HRD; the consulting role and skills of the HRD professional, including facilitation and group dynamics; and the trends in HRD, such as human performance technology and the work out process model

4.00

Electives (8.00 units from the following list)

Units

COMCTN X 478.5 Crisis Management and Communications: Safeguarding Image and Viability

You must deal rapidly, correctly, comprehensively, and objectively with a disaster or crisis. Yet, many organizations are so preoccupied with day-to-day operations that they fail to allocate the appropriate time and resources to crisis planning. Designed for corporate, healthcare, and nonprofit executives; crisis management professionals; advertising and public relations agency executives; and anyone charged with dealing with a crisis that threatens the image and viability of an organization, this overview provides you with the tools to identify potential vulnerabilities and to develop comprehensive protection, management, and communication plans. Examinations of actual crisis case studies demonstrate how to minimize risk; create a crisis plan; and manage, survive, and recover from a crisis. Case studies include the streaker at the Academy Awards, the massive Toyota recall, the BP oil spill in the Gulf of Mexico, the fatal crash of Metrolink 111 train in the San Fernando Valley, and many more less-publicized but more common crisis

2.00

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situations. Invited Guest Speakers: Laurence Darmiento, Editor-in-Chief, San Fernando Valley Business Journal; Leland Tang, Public Information Officer, California Highway Patrol; William Besse, Vice President, Consulting and Investigations, Andrews International, Inc.; Ed Skvarna, Chief Police, Burbank Bob Hope Airport; and Angela Fentiman, Media and Employee Communications Manager, Southern California Gas Company

MGMNT X 450.35 Strategic Human Resources Management

Leadership in the field of Human Resources requires much more skill and knowledge now than it has in the past. CEOs and boards have higher expectations for the role of the HR leader as a knowledgeable business partner and strategic leader. This course introduces the seasoned HR practitioner to areas of knowledge CEOs expect, and helps participants develop a comfort speaking the same language as other business leaders to effectively partner at the senior levels of the organization. A multitude of resources are used and topics include a history of HR management, identification and analysis of strategic trends, the dynamics of changing technology, best practices in HR systems design, financial acumen for HR professionals, HR's role in effective Sarbanes-Oxley implementation, mergers and acquisitions strategy, HR metrics and the ROI (return on investment) of human resources

4.00

MGMNT X 450.36 Human Capital Management

The effective management of human capital, one of any organization's key investments, is critical to success. Clear accountability for human capital management, strong systems to support its development and growth, and a HR structure that is aligned to deliver results, differentiates world-class HR functions. This course focuses on connecting business strategy with human capital strategy, and the resulting impact on the human resource department. Topics include HR to business alignment, employment branding, managing the performance and growth of human capital, effective change management, the evolved role of the HR function and professional, and successfully marketing ideas to management. Through lecture, case studies, discussion and guided experiences, you examine what these issues mean to the HR organization and their personal careers as well as gain concrete tools and action plans for elevating the HR function within an organization.

4.00

MGMNT X 450.50 Internship in Human Resources Management

This elective course provides practical experience in Human Resource Management, with companies or institutions within either the private or public sectors. The learning outcomes will include an understanding of the history and future of HRM, the changing nature of work, the relationships of HRM functions, current legal environment in which HRM operates, sources for obtaining answers to most operational HRM problems, and an exploration of HRM as a career. Qualified students are placed in job settings for a minimum of 75 hours. Companies offering internships do so with no obligation to provide compensation to interns. The internship is a practical application of material studied previously in various classes in the Human Resource Management certificates.

5.00

MGMNT X 450.65 International Human Resources Management

This course introduces the human resources practitioner and international line manager to the legal, practical, and successful human resources strategies used by international companies in today's global economy. Topics include employment and staffing; compensation; benefits; labor laws; employment-related taxation; leadership, management, and supervisory practices among international corporations; immigration; permanent resident and temporary work visa status; and expatriate and repatriation policies and practices.

4.00

MGMNT X 482.203 Advanced Human Resources Management

This advanced course is designed for HR professionals who wish to make an effective contribution at a strategic level in today's rapidly changing organizations, internally or as external consultants. Students will integrate the knowledge gained through previous coursework and experience and build on that conceptual foundation through lecture, class discussions, presentations, real-life case studies, and practical application. Emerging issues in human resource management will be discussed. Covered topics include:

4.00

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transforming HR from the outside in, HR professionals as strategic partners, the six domains of HR competencies, advanced communication and negotiation tactics for effective dialogue with senior management, designing strategies to re-engage employees and heighten productivity, understanding and addressing the increasing multi-generational issues, and implementing a retention strategy that addresses the needs of all generations. Advanced HR management skills such as consultation skills, coaching, change management, and facilitation skills will be explored and practiced. Students will learn how to safeguard their organization's bottom-line by acquiring the high level skills needed to excel as an HR leader.

MGMNT X 485.5 Recruiting for a Green Workplace

Building a green recruiting strategy is becoming more and more critical to sustaining the environment and maintaining competitive advantage. This course covers basic recruiting concepts with an emphasis on building a green employment plan, identifying candidates for green jobs, practical steps for implementing paperless recruiting, hiring and on-boarding processes, successfully emphasizing your green employment brand during the recruiting process, designing your career site to support a green perception of your employment brand, and measure and report recruiting results

4.00

MGMNT X 491.11 Managing Change in Organizations

Change is all around us. We are continually asked to manage change in our own lives and organizations. Yet change unfolds through personal and organizational resistance. This course focuses on planning and managing change and provides frameworks and tools to implement it. Examine personal and organizational approaches to dealing with change through case studies and extensive group activity. Teaching is experiential and involves simulation of the change process

2.00

Ethics Requirement (1 course from the following list)

Units

MGMNT 859.50 Ethics for Human Resources Professionals

Today's HR professionals function as a key source of ethical awareness for managers and employees in the companies they serve. This course heightens awareness of when integrity and an understanding of ethical issues are required, not only when advising others, but also when addressing the issues they themselves face. Instruction enables participants to recognize the parts of their job in which ethical issues are most likely to be experienced; employ practical techniques to develop solutions, evaluate their impacts, and decide on a course of action; understand the impacts of cultural and organizational pressures to conform; identify when to escalate issues and to whom; know the early warning signals of conflict between personal and work values; and assess how to maintain personal integrity. Business experience and case studies create a basis for discussion. Participants develop a toolkit with practical information and techniques to use in their work places

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