This course supports the assessment for CHV1. The course covers 11 competencies and represents 9 competency units.

Introduction

Overview
The curriculum in this course of study will help you prepare for the SHRM Assurance of Learning Exam.

This course of study is your guide to learning the concepts associated with the Assurance of Learning Exam and includes study activities using SHRM's recommended learning resources.

This course of study will cover 18 specific content areas as found in the Assurance of Learning Exam:

- **Strategy**
  - Organizational Strategy
  - Globalization
  - Mergers and Acquisitions
  - Managing Diversity
  - Leadership Skills
- **Employment Law**
  - Employment Law
  - Risk Management (workplace health, safety, security)
- **Workforce Planning**
  - Workforce Planning and Talent Management
  - Staffing
  - Performance Management
  - HR Information Systems
  - Metrics and Measurement
- **Training and Development**
  - Training and Development
  - Career Planning
- **Total Rewards**
  - Total Rewards
  - Employee Benefits
- **Employee and Labor Relations**
  - Labor Relations
  - Negotiation Skills

Competencies
This course provides guidance to help you demonstrate the following 11 competencies:

- **Competency 312.1.1: Developing a Human Resource Strategy**
  The graduate identifies key elements in human resources and organizes the elements
into a cohesive human resource strategy.

- **Competency 312.1.2: Managing a Human Resource Strategy**
  The graduate develops a human resource strategy based on organizational goals and objectives, including policy development, change management strategies, and evaluation processes.

- **Competency 312.1.3: Workforce Planning Strategy**
  The graduate applies human workforce planning to support an organization’s ability to accomplish its goals.

- **Competency 312.1.4: Workforce Planning Process**
  The graduate develops a plan for managing an organization’s workforce to include sourcing, recruitment, hiring, orientation, succession planning, retention, and termination.

- **Competency 312.1.5: Human Resource Development Management**
  The graduate develops and manages an organization’s human resource development (HRD) activities and programs such as training, talent management, performance management and evaluation.

- **Competency 312.1.6: Human Resource Development Planning**
  The graduate develops human resource development (HRD) activities and programs to ensure that the workforce has the knowledge, skills and abilities, and performance outcomes needed to meet present and future organizational needs

- **Competency 312.1.7: Designing Total Reward Programs**
  The graduate develops, selects, implements, administers, and evaluates an organization’s total rewards program.

- **Competency 312.1.8: Total Rewards & Strategy**
  The graduate designs an organization’s total rewards program to support strategic goals, objectives, and values.

- **Competency 312.1.9: Labor Relations**
  The graduate identifies the role of the union in an organization and develops strategies for managing labor relations.

- **Competency 312.1.10: Employee Relations & Strategy**
  The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

- **Competency 312.1.11: Human Resource Risk Management**
  The graduate develops, implements, administers, and evaluates a risk management program that provides a safe and secure working environment and protects the organization from liability.

**Course Instructor Assistance**
As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you.
apply the content you’re studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don’t work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Getting Started

Before you begin reviewing this course, we strongly urge you to watch the Getting Started video. This video provides specific information that will help you to successfully complete this course.

- Getting Started Video

Enroll in Learning Resources

You will need to enroll in or subscribe to learning resources as a part of this course of study. You may already have enrolled in these resources for other courses. Please check the “Learning Resources” tab and verify that you have access to the following learning resources. If you do not currently have access, please enroll or renew your enrollment at this time.

Note: For instructions on how to enroll in or subscribe to learning resources through the “Learning Resources” tab, please see the “Acquiring Your Learning Resources” page.

SHRM Assurance of Learning Assessment Preparation Guidebook

Enroll in the text through your Degree Plan. You will receive an e-mail confirmation of your enrollment which initiates the shipping of your book. WGU provides the book, which is available only in paperback, at no additional charge to students.


Purchase Learning Resources

Listed below are the learning resource materials you will need to obtain.

Optional: Society for Human Resources Student Membership

As a student seeking a degree in the human resource field it is highly recommended that you
get involved in the profession. Therefore it is suggested that you join the Society for Human Resource Management (SHRM) as a student member. Currently the annual membership due is $35 per year and entitles you to the following benefits:

- Full access to SHRM Online (including articles referenced in the exam guidebook)
- HR Magazine subscription (student members outside the United States will receive HR Magazine online only)
- Member Directory Online search capability
- Echoes student e-newsletter (eight issues published monthly from September-May)
- Discounted rate for first year of professional membership upon graduation

To join, click on the following link:

- [SHRM Student Membership](#)

**Automatically Enrolled Resources**

You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

**Soomo Learning Environment**

The following learning environment will be utilized as the primary learning resource for completion of this course of study:

- [Human Resource Management](#)

This learning environment will contain links at the activity level to the following additional learning resources:

**Cengage E-Text and CourseMate**

The following e-text and its supporting digital resources are available through an online tool called CourseMate. You will be directly linked to CourseMate from the learning environment. From the CourseMate page, select the relevant chapter and complete the activities as assigned.

*NOTE: The first time you enter CourseMate, you must enter the course key, CM-9781111665876-0000068.*


CourseMate includes a variety of interactive activities that support material in the e-text.

*Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.*

**VitalSource E-Text**
The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.


*Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through VitalSource or a retailer of your choice. If you choose to purchase the text from a retailer, please use the ISBN listed to ensure that you receive the correct edition.*

*Directions for purchasing a printed text from VitalSource:*

1. Access the text using the course links.
2. Click on the Main Menu Icon in the upper left corner.
3. Click Print on Demand
4. If your text is available, it will be listed.
5. Click on the text and follow the prompts for purchasing the book.

*For more information, review the Print on Demand Option for VitalSource Texts: Help documentation.*

**SkillSoft and Books24x7**

You will access SkillSoft items at the activity level within the Soomo learning environment. For more information on accessing SkillSoft items, please see the “Accessing SkillSoft Learning Resources” page.

The following Books24x7 e-texts will be used in this course of study:


*Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.*

**Pacing Guide**
The pacing guide suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow the pacing guide carefully to complete the course in the suggested timeframe.


Note: This pacing guide does not replace the course. Please continue to refer to the course for a comprehensive list of the resources and activities.

Human Resource Strategy

Human resource management (HRM) generally refers to the organization’s systems, practices, and policies that impact employee performance. Although the size and structure of the departments may vary, they are generally responsible for

- analysis and design of work,
- HR planning,
- recruiting,
- selection,
- training and development,
- compensation,
- performance management, and
- employee relations.

Human resource management professionals are often put into two categories:

- HR Generalist
- HR Specialist

The HR Specialist is someone who specializes in a specific function like training or compensation and benefits. Not always, but most often the specialists report to the HR Generalist.

HRM is an essential function of an organization. The proper recruitment, selection, training/development, and performance management of the organization’s human assets is imperative to the accomplishment of work and of the organization’s strategy.

Organizational Strategy

Strategic management is a process used to analyze an organization’s competitive situation, develop the company’s strategic goals, and devise a plan to reach the organization’s goals. Part of this process includes an evaluation of the organization’s resources, including human, organizational, and physical resources. Thus, it is imperative that human resource managers not only understand the organization’s strategy, but also understand how they can leverage employees to assist the organization in achieving its strategy.

This topic addresses the following competencies:
• **Competency 312.1.1: Developing a Human Resource Strategy**
  The graduate identifies key elements in human resources and organizes the elements into a cohesive human resource strategy.

• **Competency 312.1.2: Managing a Human Resource Strategy**
  The graduate develops a human resource strategy based on organizational goals and objectives, including policy development, change management strategies, and evaluation processes.

**Organizational Strategy**

Access the [Human Resource Management](https://example.com) learning environment and complete all the study activities located in the following topic area:

- [section 1 ("Organizational Strategy")](#)

**Globalization**

As the business environment becomes more globalized, more organizations are competing internationally. Consequently HR managers must have an awareness of the different factors that affect HR management in global and international markets. These factors include the cultural and educational standards as well as the political and economic systems of countries.

This topic addresses the following competencies:

• **Competency 312.1.1: Developing a Human Resource Strategy**
  The graduate identifies key elements in human resources and organizes the elements into a cohesive human resource strategy.

• **Competency 312.1.2: Managing a Human Resource Strategy**
  The graduate develops a human resource strategy based on organizational goals and objectives, including policy development, change management strategies, and evaluation processes.

**Globalization**

Access the [Human Resource Management](https://example.com) learning environment and complete all the study activities located in the following topic area:

- [section 2 ("Globalization")](#)

**HR Mergers and Acquisitions**

Mergers and acquisitions refer to a type of corporate strategy that includes buying, selling, and combining different organizations. This type of strategy can finance or help a growing company in a given industry grow rapidly without having to create another business entity. Although sometimes used synonymously, mergers and acquisitions are different. A merger is when two firms agree to go forward as a single new company rather than remain separately owned and operated. An acquisition on the other hand is when one organization outright purchases or "takes over" the other organization. In either case, HR has a key role in the successful integration of strategy, process, culture, and people.

This topic addresses the following competencies:
• **Competency 312.1.1: Developing a Human Resource Strategy**  
The graduate identifies key elements in human resources and organizes the elements into a cohesive human resource strategy.

• **Competency 312.1.9: Labor Relations**  
The graduate identifies the role of the union in an organization and develops strategies for managing labor relations.

• **Competency 312.1.10: Employee Relations & Strategy**  
The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

**HR Mergers and Acquisitions**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

• **section 3 ("HR Mergers and Acquisitions")**

**Managing a Diverse Workforce**

The U.S. workforce continues to change and shift in its demographics. There are a number of influences on today’s diverse workforce including the age of workers, immigration, and the global and technological shifts in business. Thus it is imperative that human resource managers understand diversity, legal issues associated with diversity, and techniques to leverage a diverse workforce to increase productivity and competitiveness.

This topic addresses the following competencies:

• **Competency 312.1.1: Developing a Human Resource Strategy**  
The graduate identifies key elements in human resources and organizes the elements into a cohesive human resource strategy.

• **Competency 312.1.9: Labor Relations**  
The graduate identifies the role of the union in an organization and develops strategies for managing labor relations.

• **Competency 312.1.10: Employee Relations & Strategy**  
The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

**Managing a Diverse Workforce**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

• **section 4 ("Managing a Diverse Workforce")**

**Leadership**

Business leadership within the context of HR includes human capital issues such as the strategic planning process and the process of aligning the human capital management plan with the strategic plan. HR business leadership also encompasses
HR careers,
communications,
legal and regulatory issues,
technology,
metrics,
outsourcing,
effective practices, and
global issues.

This topic addresses the following competencies:

- **Competency 312.1.1: Developing a Human Resource Strategy**
  The graduate identifies key elements in human resources and organizes the elements into a cohesive human resource strategy.

- **Competency 312.1.2: Managing a Human Resource Strategy**
  The graduate develops a human resource strategy based on organizational goals and objectives, including policy development, change management strategies, and evaluation processes.

**Leadership**

Access the Human Resource Management learning environment and complete all the study activities located in the following topic area:

- **section 5 ("Leadership Skills")**

**Employment Law**

The legal environment is one of the many environmental factors that affect an organization. Many of the laws that affect organizations are related to the human aspect of business. Managers must know the legal parameters in the interview and selection process.

**Employment Law**

One of the many responsibilities of HR managers is compliance with employment laws. The human resource manager, often in partnership with the legal department, needs to ensure that employees at all levels do not put the organization at risk by violating Equal Employment Opportunity laws. In this position, they are often seen as the mentor or counselor for managers in the areas of employment law including

- equal pay,
- civil rights,
- pregnancy discrimination,
- age discrimination, and
- the Americans with Disabilities Act.

This topic addresses the following competencies:

- **Competency 312.1.10: Employee Relations & Strategy**
The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

- **Competency 312.1.11: Human Resource Risk Management**
The graduate develops, implements, administers, and evaluates a risk management program that provides a safe and secure working environment and protects the organization from liability.

**Employment Law**

Access the Human Resource Management learning environment and complete all the study activities located in the following topic area:

- **section 6 (“Employment Law”)**

**Risk Management**

Risk management refers to the organization’s efforts to ensure compliance with laws, policies, and procedures. Risk management in HR is specifically related to ensuring that the organization and its managers are in compliance with all HR laws, policies, and procedures. One way to ensure HR compliance is to conduct HR audits. These audits are conducted to evaluate compliance gaps and protect both the organization and the people within the organization.

This topic addresses the following competencies:

- **Competency 312.1.10: Employee Relations & Strategy**
The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

- **Competency 312.1.11: Human Resource Risk Management**
The graduate develops, implements, administers, and evaluates a risk management program that provides a safe and secure working environment and protects the organization from liability.

**Risk Management**

Access the Human Resource Management learning environment and complete all the study activities located in the following topic area:

- **section 7 (“Risk Management”)**

**Workforce Planning**

Once the organization’s strategy has been formulated, the strategy must be implemented. Because organizational strategy deals largely with “how work gets done,” the human resource department must be able to design individual jobs and organizational structures that support the organization as a whole.

**Workforce Planning and Talent Management**

Jobs must be designed and structured to achieve the strategic goals of the organization. There is not a "right way" or a formula to design how work is most effectively completed. Job design
will differ based on the size, industry, and competitive strategy of the organization. Often, work must be re-designed in an organization because of a shift in strategy or a new line of business. Human resource managers need to understand how to analyze work, design jobs, and structure the organization.

This topic addresses the following competencies:

- **Competency 312.1.3: Workforce Planning Strategy**
  The graduate applies human workforce planning to support an organization’s ability to accomplish its goals.

- **Competency 312.1.4: Workforce Planning Process**
  The graduate develops a plan for managing an organization’s workforce to include sourcing, recruitment, hiring, orientation, succession planning, retention, and termination.

**Workforce Planning and Talent Management**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

- section 8 ("Workforce Planning and Talent Management")

**Staffing: Recruitment and Selection**

Part of strategic human resource management is planning for the necessary human capital to complete the organization’s mission. Two components of planning include recruitment and selection. Strategic recruiting includes all activities that affect the number of applicants, the type of applicants, and the likelihood that the applicant selected will accept the job offer. Strategic recruitment is a focused process that aims to target the best possible candidate for the job.

Once applicants have been recruited for an open position, the selection process begins. Employee selection is a process by which an organization will decide which applicants will be allowed to work within its organization. A “good fit” selection is ideal for the organization as well as the future employee.

This topic addresses the following competencies:

- **Competency 312.1.3: Workforce Planning Strategy**
  The graduate applies human workforce planning to support an organization’s ability to accomplish its goals.

- **Competency 312.1.4: Workforce Planning Process**
  The graduate develops a plan for managing an organization’s workforce to include sourcing, recruitment, hiring, orientation, succession planning, retention, and termination.

**Staffing: Recruitment and Selection**
Performance Management

One of the first things we must do when discussing performance management is distinguish between performance management and the performance appraisal. The performance appraisal (or evaluation) is one component of the larger performance management system. If properly designed, the performance management system is tied to the strategic goals of the organization. Those goals are then cascaded throughout the organization in such a way that each employee understands how the work that is done on a daily basis contributes to the organization’s success. The performance appraisal then measures how well each employee performs his/her job in relation to the organization’s success.

This topic addresses the following competencies:

- **Competency 312.1.5: Human Resource Development Management**
  The graduate develops and manages an organization’s human resource development (HRD) activities and programs such as training, talent management, performance management and evaluation.

- **Competency 312.1.6: Human Resource Development Planning**
  The graduate develops human resource development (HRD) activities and programs to ensure that the workforce has the knowledge, skills and abilities, and performance outcomes needed to meet present and future organizational needs

Human Resource Information Systems (HRIS)

Human Resource Information Systems (HRIS) are technology-based solutions for the data entry, data tracking, and data information needs of human resources.

Most HRIS are packaged as a database but can always be customized based on the organization's needs. Generally, HRIS will provide

- management of all employee information,
- applicant tracking and resume management,
- reporting and analysis of employee information,
- company-related documents,
- benefits administration, and
- complete integration with payroll and other company financial software and accounting systems.
This topic addresses the following competencies:

- **Competency 312.1.1: Developing a Human Resource Strategy**
  The graduate identifies key elements in human resources and organizes the elements into a cohesive human resource strategy.

- **Competency 312.1.9: Labor Relations**
  The graduate identifies the role of the union in an organization and develops strategies for managing labor relations.

- **Competency 312.1.10: Employee Relations & Strategy**
  The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

**Human Resource Information System**

Access the Human Resource Management learning environment and complete all the study activities located in the following topic area:

- **section 11 ("Human Resource Information System")**

**Metrics and Measurements**

Measuring HR outcomes is one tool that HR managers can use to evaluate the strategic performance of the department and demonstrate how HR contributes to the business. Using measures such as absence rate, health cost per employee, and HR expense factor show that HR has a sense of the importance and interest in supporting business objectives.

This topic addresses the following competencies:

- **Competency 312.1.5: Human Resource Development Management**
  The graduate develops and manages an organization’s human resource development (HRD) activities and programs such as training, talent management, performance management and evaluation.

- **Competency 312.1.6: Human Resource Development Planning**
  The graduate develops human resource development (HRD) activities and programs to ensure that the workforce has the knowledge, skills and abilities, and performance outcomes needed to meet present and future organizational needs.

**Metrics and Measurement**

Access the Human Resource Management learning environment and complete all the study activities located in the following topic area:

- **section 12 ("Metrics and Measurement")**

**Training and Development**

Training and development activities prepare employees with the skills necessary to be successful in their jobs, develop for the future, and assist the organization in its success.
Training is a planned effort to facilitate the learning of job-related knowledge, skills, and behaviors. To design an effective training program, human resource managers must follow a strategic training and development process. Additionally, the development of any training should follow a process that includes:

- conducting a needs assessment,
- ensuring employee readiness,
- creating a learning environment,
- ensuring transfer,
- selecting training methods, and
- evaluating the training program.

This topic addresses the following competencies:

- **Competency 312.1.5: Human Resource Development Management**
  The graduate develops and manages an organization’s human resource development (HRD) activities and programs such as training, talent management, performance management and evaluation.

- **Competency 312.1.6: Human Resource Development Planning**
  The graduate develops human resource development (HRD) activities and programs to ensure that the workforce has the knowledge, skills and abilities, and performance outcomes needed to meet present and future organizational needs.

**Training and Development**

Access the Human Resource Management learning environment and complete all the study activities located in the following topic area:

- **section 14 (“Training and Development”)**

**Career Planning**

There are four major components in any career management system:

- self-analysis,
- reality check,
- goal setting, and
- action planning.

There is a shared responsibility between the organization and the individual in this process. Truly strategic HR departments generally take a strong interest in the career development of employees. Strong career development may increase retention and reduce the cost of turnover.

This topic addresses the following competencies:

- **Competency 312.1.5: Human Resource Development Management**
  The graduate develops and manages an organization’s human resource development (HRD) activities and programs such as training, talent management, performance management and evaluation.
• **Competency 312.1.6: Human Resource Development Planning**
The graduate develops human resource development (HRD) activities and programs to ensure that the workforce has the knowledge, skills and abilities, and performance outcomes needed to meet present and future organizational needs.

**Career Planning**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

• **section 13 ("Career Planning")**

**Compensation and Benefits**

Good compensation and benefits plans may well be one of the most important recruitment and retention strategies in HR. HR managers must pay special attention not only to the organization's strategy and resources but also to the equity within the system and the organization's place in the competitive market.

**Total Rewards**

A total reward system generally provides monetary, beneficial, and developmental rewards to employees who achieve specific business goals. This specific type of compensation and reward strategy combines compensation and benefits with personal growth opportunities inside a motivated work environment.

This topic addresses the following competencies:

• **Competency 312.1.7: Designing Total Reward Programs**
The graduate develops, selects, implements, administers, and evaluates an organization’s total rewards program.

• **Competency 312.1.8: Total Rewards & Strategy**
The graduate designs an organization’s total rewards program to support strategic goals, objectives, and values.

**Total Rewards**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

• **section 15 ("Total Rewards")**

**Employee Compensation**

Employee compensation systems provide pay for productivity. Generally compensation systems include wage and/or salary programs and structures, merit-based programs, bonus-based programs, and commission-based programs. Compensation systems vary tremendously by organization type, size, and industry.

This topic addresses the following competencies:
• **Competency 312.1.7: Designing Total Reward Programs**
  The graduate develops, selects, implements, administers, and evaluates an organization’s total rewards program.

• **Competency 312.1.8: Total Rewards & Strategy**
  The graduate designs an organization’s total rewards program to support strategic goals, objectives, and values.

**Employee Compensation**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

• **section 16 (“Employee Compensation”)**

**Employee and Labor Relations**

Employee and labor relations address relationships with employees and employee groups both inside and outside the organization. Employee relations focus on establishing, administering, and developing the employer-employee relationship. While the topic of labor relations is most commonly associated with labor unions, it also encompasses the legally protected activities of employees and employers.

**Employee and Labor Relations**

Labor relations are the exchanges between employers and employees. While labor relations are mostly used to discuss this exchange as it pertains to unionized employees, it may also refer to non-union employees. The government of a nation and the various regulations it provides generally drives labor relations to industry regarding the treatment of employees. As you go through this section, you will want to refamiliarize yourself with the National Labor Relations Act and the Wagner Act.

This topic addresses the following competencies:

• **Competency 312.1.10: Employee Relations & Strategy**
  The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

• **Competency 312.1.9: Labor Relations**
  The graduate identifies the role of the union in an organization and develops strategies for managing labor relations.

**Employee and Labor Relations**

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

• **section 17 (“Employee and Labor Relations”)**

**Negotiation Skills**

Negotiation in business is ongoing. In fact, negotiation happens every day in nearly every setting. It is a discussion to end a dispute or bargain for something or someone. HR managers
may negotiate in any number of settings including workplace disputes, salaries, and in performance reviews. As the global market continues to influence business and HR, HR professionals must also understand the cultural differences in negotiations.

This topic addresses the following competencies:

- **Competency 312.1.9: Labor Relations**
  The graduate identifies the role of the union in an organization and develops strategies for managing labor relations.

- **Competency 312.1.10: Employee Relations & Strategy**
  The graduate identifies activities, policies, and procedures for balancing the rights of employer and employee in order to support strategic goals, objectives, and values of the organization.

Negotiation Skills

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

- section 18("Negotiation Skills")

Practice Tests

This section provides opportunities for you to hone your test-taking skills with relevant material.

Practice Tests

A critical component for measuring learning is through the use of post-tests. As with all objective exams, there are two primary skills needed for a learner to be successful:

- knowing the material being tested, and
- knowing how to approach test questions and appropriately respond to them.

This section gives you the opportunity to practice both skills. Knowing that the SHRM Assurance or Learning Exam is timed at 90 seconds per question, you are advised to practice these tests at the same pace.

This topic addresses the following competencies:

- **Competency 312.1.5: Human Resource Development Management**
  The graduate develops and manages an organization’s human resource development (HRD) activities and programs such as training, talent management, performance management and evaluation.

Practice Tests

Access the [Human Resource Management](#) learning environment and complete all the study activities located in the following topic area:

- section 19 ("Practice Tests")
Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.

**Outside Vendor Assessment**

Complete the following outside vendor assessment:

- SHRM Assurance of Learning Assessment
  - Offered during three 30-day test windows each calendar year. For more information, view the “Exam Windows and Registration Deadlines” page.
  - One attempt per test window permitted
  - Offered only at Prometric Test Centers; not available through online proctoring
  - Advanced referral and separate exam registration required to allow for exam site scheduling (3 to 4 weeks advance referral recommended)
  - 160 questions covering 18 HR topics
  - 3.5 hours allowed to complete the exam (includes a break)

More information can be found at the following website:

- SHRM Assurance of Learning Exam

For directions on how to receive access to outside vendor assessments, see the “Accessing Objective and Outside Vendor Assessments” page.

**Submitting Outside Vendor Assessment Scores**

After completing an outside vendor assessment, follow the directions for submitting a score report on the “Following Outside Vendor Assessments” page.