



ONLINE CERTIFICATE PROGRAM

FUTURE OF WORK: LEADING MODERN WORKPLACES

DURATION: 6 WEEKS | PROGRAM FEE: \$2,650



Wharton
Aestly Institute of Executive Education
UNIVERSITY OF PENNSYLVANIA

**Executive
Education**

A confluence of forces has altered the fundamental definition of what constitutes work, the workplace, and the workforce. Right now, the future of work is being redefined, and Wharton is uniquely positioned to interpret what it means for organizations.

Labor market trends show a continued shift in employee preference toward flexible work and altered employment models, with a focus on lateral growth and learning. According to the global research and advisory organization Gartner*, 'gig' or contingent workers will account for up to 40 percent of the total workforce by 2025, delivering that much-needed flexibility for organizations. In addition, cutting-edge technologies, such as artificial intelligence (AI), machine learning (ML), and data science, are transforming workplace practices, processes, employee roles, and functions.

The challenge for organizations is to develop talent management strategies that maximize productivity in line with these evolving trends. The *Future of Work program* from Wharton Executive Education is designed to give senior executives and HR professionals the tools to lead transformation in the workplace.

The program learning experience consists of recorded lectures, moderated discussions with peers, and practical application exercises. Industry examples in the modules include Google, Uber, Stack Overflow, and MobSquad — a myriad of illustrations from the faculty's real-world research practice.

*Source: Gartner, *Gig Economy FAQs*, <https://www.gartner.com/en/human-resources/research/talent/neuron/gig-economy>

A Century of Human Capital Research

The Wharton Center for Human Resources was founded in 1921 as the Wharton School's Industrial Research Unit (the first research center ever established at a business school) to study the economic and social problems of business.

The direction of the Center has changed considerably over the years to reflect changing issues in the workplace. The interest in unions and industrial relations gave way to broader concerns around hiring, retention, new employee relations issues associated with the latest legislation and regulations, and much greater focus on white collar and executive jobs.

The Center is a hub for academics and practitioners interested in human capital issues (including the practice of human resources) as well as vendors in the human capital industry. It offers the most current thinking on talent management, workforce training and education, and diversity.

High-Impact Online Learning Experience

Wharton's *Future of Work: Leading Modern Workplaces* program is designed to provide senior business leaders and HR professionals with fresh perspectives to assess their organizational readiness. This program will enable you to:

- Discover trends at the workplace and in the labor market that you may be overlooking
- Analyze the eight major forces affecting the current state of work and forecast their potential impact on your organization
- Conceptualize your existing or forthcoming strategies to harness the talents of a global and mobile workforce
- Consider how to view immigration as a business strategy and not simply as a political topic
- Identify the pitfalls, challenges, and emerging solutions for putting AI into practice



DISCUSSION BOARDS

Exchange ideas with fellow participants through weekly peer discussions.



POLLS

Learn about the perspectives, assumptions, and organizational pain points that your peers are grappling with — through real-time polls.



REFLECTIONS

Engage in journaling activities related to real and hypothetical workplace scenarios.



INDUSTRY EXAMPLES

Gain inspiration from leading global companies to create effective strategies for your organization.



ASSIGNMENTS

Consider solutions for real-world challenges and apply the concepts to your organization.



FIRESIDE CHAT

Join Wharton faculty **Mathew Bidwell** for a fireside chat (recorded video) about where data analytics offers the most benefit for HR applications.



LIVE OFFICE HOURS

Expand your understanding of key topics by attending live office hours with Q&A.

Program Topics

Module 1 -- ♦ The Current State of Work

Gain an overview of the eight major forces that are impacting present day workplaces and broaden your awareness of the less visible but powerful trends shaping the future of work. Also, assess your organizational readiness to meet the challenges of the forces affecting the future of work.

- Discuss the eight forces affecting the current state of work
- Discover trends in the current state of work that you may be missing
- Describe the opportunities and pain points of the eight forces for your organization
- Consider the timeframe in which the eight forces may affect your organization
- Identify what your organization needs to learn in order to be ready for the future of work

Module 2 -- ♦ The Global and Mobile Workplace

Examine the trends and implications of an increasingly global and mobile workforce, and what organizations can do to harness this roving talent.

- Discuss trends in the globalization of the workforce
- Analyze the fundamental economic reasoning for talent/knowledge clusters
- Consider the role of migration in creating a global and mobile workforce
- Examine assumptions, facts, and myths about immigration
- Draft strategies for harnessing the talents of a global and mobile workforce
- Summarize trends, benefits, drawbacks, and strategies of remote work

Module 3 -- ♦ Reskilling the Future Workplace

Technology determinism is the theory that social progress is inevitably driven by technology, and that society cannot shape the consequences of technology. This module argues that you have more choice about the inevitability of technology than you may think. By revisiting lessons from the history of automation scares and analyzing current perspectives on technological change, you will discover the options you have for managing talent in an evolving workplace.

- Evaluate the extent to which ‘worst-case scenarios’ about automation have or have not unfolded
- Distinguish between ‘skill-biased’ and ‘task-biased’ hypotheses
- Examine the choices you have versus the choices you are making as far as technology/automation, jobs, skills, and wages are concerned in your organization

- Analyze your organization's backstory for a job that has been hard to fill
- Assess your conclusions about skill gaps that your organization is facing and the decisions you have made, or are considering making, to fill those gaps

Module 4 -- ♦ AI and Automation in the Workplace

Develop an understanding of how you can expect AI to change your HR needs in the coming decade. The questions you'll explore include: How is technology changing and what does that mean for the future of work? Given the rapid pace of change in skills, what are managers going to do to prepare their workforces? How are employers going to compete in a skill-biased economy? How will employers make decisions around reskilling existing workers, building or buying AI, and determining what jobs to outsource?

- Identify organizational problems that are well-suited for machine learning solutions
- Describe how machine learning and deep learning work, and discuss how no-code tools will change access to machine learning
- Identify jobs most likely to be impacted by AI and forecast effects of AI on the workforce
- Recognize the workplace challenges of algorithmic management
- Evaluate policy interventions to address AI-induced job loss

Module 5 -- ♦ Emerging Employment Models and Performance Management

Examine how employment models and performance management are evolving in the digital era (with a focus on the on-demand or gig economy) and what managers can do to successfully navigate these changes.

- Identify the different types of labor models used by organizations and workers due to changing technology and demographic forces
- Examine key tensions around the gig/contractor economy, considering organizations responsibilities toward workers and regulatory issues around employee classification
- Analyze how remote work may impact routine HR functions, such as performance evaluations, and discuss strategies to navigate these changes
- Identify and draft strategies to prepare for the opportunities and challenges of new labor markets and evolving regulatory issues

Understand the implications of integrating AI into the talent recruitment process and explore emerging solutions to overcome the challenges of AI-based hiring.

- Explain how data analytics is changing HR decision making
- Describe how AI is being integrated into HR processes
- Analyze the advantages of algorithmic applications in hiring
- Examine the issues of bias and explainability of AI in HR applications, and consider emerging solutions to these problems
- Describe how data privacy concerns are linked to the effectiveness of AI in HR
- Develop the big-picture approach to what the use of AI in HR means for opportunity and inequality

Fireside Chat With Mathew Bidwell In this recorded video, Wharton faculty member, Mathew Bidwell, differentiates between areas of HR that benefit the most from data analytics and the others where algorithms have the least use. He also discusses data trends in employee mobility, including lateral job progression.



Industry Examples

This online program provides a hands-on learning experience to help you understand how leading global brands successfully manage the dynamics of a changing employment landscape.



Google

Learn how Google uses detailed search data to determine which candidates to target during the hiring process.



GitHub and Zapier

Gain insights from various remote-only organizations and create a use case for how you may approach managing work teams and conflict in an all-virtual environment.



Knack

Discover how this tech company uses video game behavior and performance to assess candidates' personality profiles.



MobSquad

Discover how MobSquad built a business model to help U.S. companies work around restrictive employment-related visa policies that impeded the businesses' ability to retain or scale technology talent. Apply learnings from MobSquad into the design of remote-work strategies for your organization.



Stack Overflow

Learn how this website for IT developers enables employers to recruit technical candidates based on how they are perceived by the broader developer community in terms of level of expertise in resolving questions.



Uber

Discuss Uber's strategy of conducting detailed data analyses on customers using its cab hailing app to scout for potential employees. Also, understand recent regulations, including AB-5 and Prop-22 in California, that mandate organizations like Uber to extend employee status to gig workers.



Visuals by Impulse

Learn how Visuals by Impulse harnesses the talents of a global mobile workforce. Analyze the company's strategy for overcoming constraints of physical space by hiring remote workers around the globe and apply these insights to your organization.

The Eight Forces Workbook

This program gives senior leaders and HR professionals the opportunity to examine assumptions, facts, and myths about the future of work. With the help of this workbook, you can analyze the eight major forces that are impacting today's workplaces. It consists of eight worksheets, one for each force. You are encouraged to revisit the workbook every week as you progress through the various modules.

Skill gaps and changing labor markets

Evaluate skill gaps in your organization and analyze your actions to address the gaps.



Automation

Discuss automation and its impact on jobs.



Demographics

Analyze demographic trends in the U.S. and the rest of the world.



Employee expectations

Recognize what people seek from work and what motivates them.



Workplace

Consider evolving models of work including work-from-home and work-from-anywhere.



Employment models

Explore new employment models, including gig work and shamrock organizations.



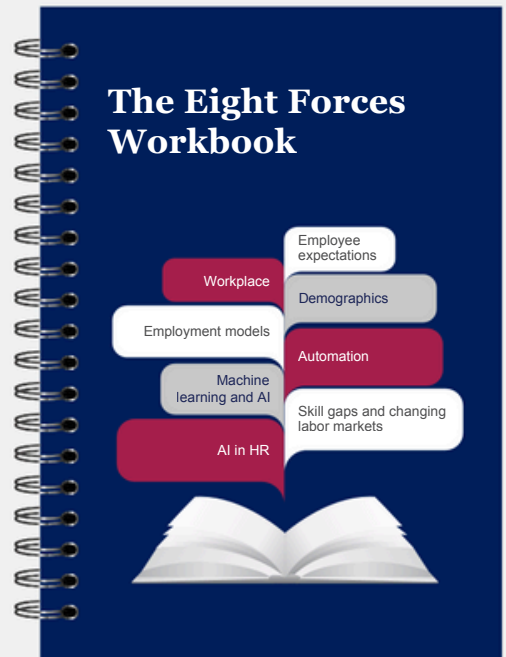
Machine learning and AI

Gain insights into how AI and ML are impacting the current nature of work.



AI in Recruitment

Learn how AI can be integrated into recruitment and talent management process.



Trends in the Future of Work - Final Project Proposal

In the final project you will develop a proposal to reimagine the current state of work in your organization based on an identified opportunity for improvement through the lens of one of the eight major forces discussed in the program. This project will help summarize the course learnings in a practical, specific manner, allowing you to walk away with a tangible plan to present to your colleagues/organization.

You will:

- Refer to The Eight Forces Workbook and choose one of the eight forces that you feel impacts your organization the most
- Identify an organizational challenge that you seek to address and its relation to the force you have chosen
- Propose a strategy to addresses the challenge
- Identify the stakeholders that need to be informed
- Set expectations regarding the timeline and the desired outcome for implementing your strategy





John Paul MacDuffie, PhD

Professor of Management, the Wharton School

John Paul MacDuffie is professor of management at the Wharton School, University of Pennsylvania, and director of the Program on Vehicle and Mobility Innovation (PVMi) at Wharton's Mack Institute for Innovation Management. His research focuses on human resource management systems, managing people over distance, organizational learning, and collaboration.

He is a founding board member and current president of the Industry Studies Association, co-curator of the Automotive Transformation Map of the World Economic Forum, and a former member of the Automotive Experts Group at the Federal Reserve Bank.

Professor MacDuffie has a PhD from the MIT Sloan School of Management and a BA in Sociology from Harvard University.



Exequiel Hernandez, PhD

Max and Bernice Garchik Family Presidential Professor of Management, The Wharton School

Exequiel (Zeke) Hernandez studies the globalization, innovation, and performance of organizations. His research interests include global networks, immigration, mergers and acquisitions, and knowledge management.

He has received several teaching excellence awards and was recognized as a Best 40 Under 40 Professor (2019) by Poets & Quants.

Professor Hernandez has a PhD from the University of Minnesota and a BS in Accounting and Master of Accountancy from Brigham Young University.



Prasanna Tambe, PhD

Professor of Operations, Information and Decisions, The Wharton School

Prasanna (Sonny) Tambe researches the use of data science and AI for human resources applications, as well as the economics of labor markets for high-tech workers. His published papers have analyzed data from online job sites and other labor market intermediaries that generate databases of detailed information on employers' job requirements and workers' skills.

His research has won several awards, including Best Published Paper in the journals *Information Systems Research* and *Management Science*. He is a co-author of the book *The Talent Equation: Big Data Lessons for Navigating the Skills Gap and Building a Competitive Workforce*.

Professor Tambe has a PhD in Managerial Economics from the Wharton School and SB and a Masters of Engineering in Electrical Engineering and Computer Science from the Massachusetts Institute of Technology.



Lindsey Cameron, PhD

Assistant Professor of Management, the Wharton School

Lindsey D. Cameron researches how changes in the modern employment landscape, including variable pay, short-term job contracts, and machine learning, are affecting work and workers. She recently completed a four-year ethnography of the ride-hailing industry — the largest employer in the gig economy — exploring how algorithms are fundamentally reshaping the nature of managerial control and how workers navigate this new workplace.

Her work has won several awards and honors, including the Industry Studies Dissertation Award (2021) and the Likert Dissertation Prize (2020).

Professor Cameron holds a PhD in Management from the University of Michigan, an MS in Engineering Management from the George Washington University, and an SB in Electrical Engineering and Computer Science from Harvard University.

Certificate

Upon successful completion of the program, you will earn a digital certificate of completion from the Wharton School.



Note: After successful completion of the online program, your verified digital certificate will be emailed to you in the name you used when registering for the program. All certificate images are for illustrative purposes only and may be subject to change at the discretion of the Wharton School. This online certificate program does not grant academic credit or a degree from the Wharton School of the University of Pennsylvania.



THE WHARTON SCHOOL

Founded in 1881 as the first collegiate business school, the Wharton School of the University of Pennsylvania is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. With a broad global community and one of the most published business school faculties, Wharton creates economic and social value around the world. The school has 5,000 undergraduate, MBA, executive MBA, and doctoral students, more than 13,000 participants in executive education programs annually, and a powerful alumni network of 99,000 graduates. With more than 50 online programs more than 3 million learners worldwide have accessed Wharton Online programming taught by Wharton's world-class faculty.

EMERITUS

Wharton Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact programs for working professionals. Through this collaboration, we are able to offer broad access to the world-class knowledge that the school is known for, in an engaging and interactive digital environment.

Program Information



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DURATION

6 weeks, online | 4–6 hours per week

PROGRAM FEE

US\$2,650

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