

DEREE COLLEGE SYLLABUS FOR: MG 4178 HR METRICS AND ANALYTICS												
(Updated Spring 2021)		<b>UK LEVEL: 6</b> <b>UK CREDITS: 15</b> <b>US CREDITS: 3/0/3</b>										
<b>PREREQUISITES:</b>	MG 2003 Management Principles or MG 2014 Introduction to HRM											
<b>CATALOG DESCRIPTION:</b>	Introduction to HRM metrics and analytics. Exploration of the use of metrics and analytics within the HRM discipline. Application of evidence-based approaches to solve HRM related problems in contemporary organisations.											
<b>RATIONALE:</b>	HRM professionals need to demonstrate the impact of their initiatives on organisational performance. To equip them with knowledge and skills towards this objective, this course introduces students to the theory, concepts, and application of HRM data, metrics, and analysis. Students develop an understanding of the strategic role and importance of HR analytics, and develop the ability to analyse and interpret HR data to support decision making. Students will use applicable metrics and benchmarks to conduct statistical analysis related to HRM as well as suitable visualization techniques.											
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to:  1. Critically evaluate the use of HR metrics and analytics in contemporary organisations  2. Evaluate the different analytical approaches used by HRM professionals to solve real business problems  3. Research and analyze suitable human resource metrics and benchmarks.  4. Examine business cases and apply problem solving and critical thinking skills related to people management issues											
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the College, the following tools are used:  ➤ Classes consist of lectures, guest lectures, case studies, on-line datasets, and in-class discussion of related material. Students will have access to data from various sources relevant to HRM in order to familiarize themselves with different types of analysis.  ➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.  ➤ Use of Blackboard, where instructors post lecture notes, online quizzes assignment instructions, required readings, timely announcements, as well as additional resources.											
<b>ASSESSMENT:</b>	<table><tr><td colspan="2"><b>Summative:</b></td></tr><tr><td><b>First assessment</b> Mid-term exam</td><td>40%</td></tr><tr><td><b>Final assessment</b> Research project: Individual 1,800 – 2,200 words</td><td>60%</td></tr><tr><td colspan="2"><b>Formative:</b></td></tr><tr><td>Case studies and textbook quizzes</td><td>0%</td></tr></table>		<b>Summative:</b>		<b>First assessment</b> Mid-term exam	40%	<b>Final assessment</b> Research project: Individual 1,800 – 2,200 words	60%	<b>Formative:</b>		Case studies and textbook quizzes	0%
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	<p>The formative assessments aim to prepare students for the written project and for the final examination.</p> <p>The mid-term exam tests Learning Outcomes 1 and 2.</p> <p>The research project tests Learning Outcomes 3 and 4.</p> <p>Students are required to resit failed assessments in this module.</p>
<b>READING LIST:</b>	<p><b>REQUIRED MATERIAL:</b></p> <p>Cascio, W. &amp; Boudreau (2015). Investing in People: Financial Impact of Human Resource Initiatives, FT Press, 2nd Edition</p>
<b>RECOMMENDED MATERIAL:</b>	<p><b>Books:</b></p> <p>Fitz-enz, J. (2010). The new HR analytics: predicting the economic value of your company's human capital investments. Broadway, New York: Amacom</p> <p>Lazear E.P and Gibbs, M. Personnel Economics in Practice, Wiley, latest edition.</p> <p><b>Indicative Articles:</b></p> <p>Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., &amp; Stuart, M. (2016). HR and analytics: why HR is set to fail the big data challenge. Human Resource Management Journal, 26(1), 1–11.</p> <p>Chattopadhyay, D., Biswas, D. D., &amp; Mukherjee, S. (2017). A New Look at HR Analytics. Globsyn Management Journal, 11(1/2), 41–51.</p> <p>Chinzer, N., &amp; Ghatehorde, G. (2009). Challenging Relationships: HR Metrics and Organizational Financial Performance. Journal of Business Inquiry: Research, Education &amp; Application, 8(1), 37–48.</p> <p>Falletta, S. (2014). In Search of HR Intelligence: Evidence-Based HR Analytics Practices in High Performing Companies. People &amp; Strategy, 36(4), 28–37.</p> <p>Gardner, N, McGranahan, D., &amp; Wolf, W. (2011). "Questions for your HR Chief: Are we using our 'people data' to create value?" McKinsey Quarterly, March, <a href="http://www.mckinsey.com/business-functions/organization/our-insights/question-for-your-hrchief-are-we-using-our-people-data-to-create-value">http://www.mckinsey.com/business-functions/organization/our-insights/question-for-your-hrchief-are-we-using-our-people-data-to-create-value</a></p> <p>Garvin, D. (2013). How Google sold its engineers on management. Harvard Business Review, <a href="https://hbr.org/2013/12/how-google-sold-its-engineers-on-management">https://hbr.org/2013/12/how-google-sold-its-engineers-on-management</a></p> <p>Hamilton, R. H., &amp; Sodeman, W. A. (2020). The questions we ask: Opportunities and challenges for using big data analytics to strategically manage human capital resources. Business Horizons, 63(1), 85–95. <a href="https://doi-org.acg.idm.oclc.org/10.1016/j.bushor.2019.10.001">https://doi-org.acg.idm.oclc.org/10.1016/j.bushor.2019.10.001</a></p> <p>Kim, J., Dibrell, C., Kraft, E., &amp; Marshall, D. (2021). Data analytics and performance: The moderating role of intuition-based HR management in major league baseball. Journal of Business Research, 122, 204–216.</p>

King, K. K. (2016). Data analytics in human resources: A case study and critical review. *Human Resource Development Review*, 4, 487-495.

McAfee, A., & Brynjolfsson, E. (2012). Big Data: The Management Revolution. *Harvard Business Review*, 59-68. Retrieved from <https://ai.arizona.edu>

Margherita, A. (2021). Human resources analytics: A systematization of research topics and directions for future research, *Human Resource Management Review*.

Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *International Journal of Human Resource Management*, 28(1), 3–26.

Mondare, S., Douthitt, S., & Carson, M. (2011). Maximizing the Impact and Effectiveness of HR Analytics to Drive Business Outcomes. *People & Strategy*, 34(2), 20–27.

Newman, D. T., Fast, N. J., & Harmon, D. J. (2020). When eliminating bias isn't fair: Algorithmic reductionism and procedural justice in human resource decisions. *Organizational Behavior & Human Decision Processes*, 160, 149–167.

Pessach, D., Singer, G., Avrahami, D., Chalutz Ben-Gal, H., Shmueli, E., & Ben-Gal, I. (2020). Employees recruitment: A prescriptive analytics approach via machine learning and mathematical programming. *Decision Support Systems*, 134.

Rasmussen, T., & Ulrich, D. (2015). Learning from practice: how HR analytics avoids being a management fad. *Organizational Dynamics*, 44(3), 236–242.

Thakur, S. J. (2017). Predictive HR analytics: Mastering the HR metric. *Personnel Psychology*, 70(2), 507–508.

Watson, H. J. (2015). Business Analytics Insight: Hype or Here to Stay? *Business Intelligence Journal*, 33–37.

Journals: Academic:

- Human Resource Management Journal (HRMJ) (UK)
- International Journal of Human Resource Management (IJHRM) (UK)
- Academy of Management Review (AMR) (USA)
- Academy of Management Journal (AMJ) (USA)
- Industrial Relations (IR) (USA)
- Industrial and Labor; Relations Review (ILRR) (USA)
- Journal of Management Studies (JMS) (UK)
- British Journal of Industrial Relations (BJIR) (UK)
- Personnel Review (PR) (UK)
- Industrial Relations Journal (IRJ) (UK)

Professional:

- Workforce (US)

Databases & Company sources

- <https://www.analyticsinhr.com/blog/hr-data-sets-people-analytics/>
- <https://www.kaggle.com/rhuebner/human-resources-data-set>

	<ul style="list-style-type: none"> <li>• Tera Data University Network</li> <li>• Statista</li> </ul>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of proper English, both oral and written. Written project presented using Word
<b>SOFTWARE REQUIREMENTS:</b>	MS Office SAS Visual Analytics Microsoft Power BI
<b>WWW RESOURCES:</b>	<ul style="list-style-type: none"> <li>• Society for Human Resource Management: <a href="http://www.shrm.org/">www.shrm.org/</a></li> <li>• Occupational Safety and Health Administration: <a href="http://www.osha.gov">www.osha.gov</a></li> <li>• Equal Employment Opportunity Commission: <a href="http://www.eeoc.gov">www.eeoc.gov</a></li> <li>• Chartered Institute of Personnel and Development: <a href="http://www.cipd.co.uk/">www.cipd.co.uk/</a></li> <li>• European Observatory of Working Life: <a href="http://eurofound.europa.eu/observatories/eurwork">http://eurofound.europa.eu/observatories/eurwork</a></li> </ul>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Understanding HR indicators and metrics</li> <li>2. Foundations of HR measurements</li> <li>3. The strategic role of HR metrics and analytics</li> <li>4. Security and privacy considerations</li> <li>5. Benchmarking and best practices</li> <li>6. Measurements &amp; analytics in the main HR areas</li> <li>7. Communicating findings and formulating recommendations</li> </ol>