



GBUS 862 EVALUATION OF HR PRACTICES AND SYSTEMS 001/011

Winter 2026

INSTRUCTOR DETAILS:

Name: [REDACTED]
Phone: [REDACTED]
Email: [REDACTED]

Office Location: [REDACTED]
Office Hours: [REDACTED]

CLASS DETAILS:

Class Dates: [REDACTED]
Class Times: [REDACTED]
Class Location: [REDACTED]

COURSE DESCRIPTION

This course focuses on methods that can be employed by HR practitioners to assess the effectiveness of HR practices and of overall HRM systems. Students will be introduced to the principles and practices of Human Resources Analytics and will learn how to leverage data and analytics to make informed decisions in various HR functions, including recruitment, performance management, and employee development. Students develop skills in identifying and employing valid, evidence-based decision criteria and measurement tools to assess HR practice and enhance their ability to evaluate information and conduct research.

LEARNING OBJECTIVES / OUTCOMES

Students will:

This course will introduce students to the theory underlying data analytics in HR, as well as practical tools and frameworks for implementing a systematic and data-driven approach to HR system evaluation. Students will learn:

1. Understand the fundamentals of HR analytics and its role in strategic decision-making.
2. Develop proficiency in key HR metrics and data analysis techniques.
3. Apply HR analytics tools to real-world HR challenges.
4. Gain insights into workforce planning and talent management through data-driven approaches.
5. Enhance decision-making skills by interpreting HR data and trends.

COURSE EXPECTATIONS

This course will entail a combination of lectures, seminar discussions, case discussion, videos and guest speakers. As a result, regular attendance in class and active participation in classroom activities are required. **Students are expected to prepare in advance for class and be able to participate in class discussions on articles, etc.** It is expected that



students will read and prepare appropriately for every class. Please read each section of the course outline for expectations on all components of the course.

COURSE MATERIALS

Collins, J, McKie, M., & Soostar, E. (2025). Human Resources Analytics in Canada. Emond Publishing.

Note: Additional readings and case studies will be provided throughout the course.

COURSE ASSESSMENT SUMMARY (include reference to FGSR grading description – see included here)

Evaluation Components	Evaluation Type	Weight
Midterm	Individual	30%
Final Exam	Individual	35%
Discussions	Individual	10%
Quizzes	Individual	25%
Total		100%

For a description of the grading system, consult the Faculty of Graduate Studies and .Research link here: <https://www.uregina.ca/graduate-studies-research/graduate-calendar/grading.html>

DESCRIPTION OF ASSESSMENT (include here a description of each piece of assessment, expectations and due dates)

Discussion and Quizzes 35%

The goal of the discussion component is to encourage students to reflect critically on the course content, engage with peers, and articulate their ideas clearly. Through discussions, students will explore the material from multiple perspectives, raise questions, and challenge assumptions. Quizzes will evaluate understanding of the core concepts and ensure continuous engagement with the course content.

Midterm Exam 30%

The midterm exam is closed-book. Students are not permitted to use dictionaries, calculators, cheat sheets or other materials or devices during the exam.



Final Exam 35%

The final exam is closed-book. Students are not permitted to use dictionaries, calculators, cheat sheets or other materials or devices during the exam.

ACADEMIC REGULATIONS

Request for Deferred Submission of Work.

A missed exam, quiz or discussion will be assigned a grade of zero unless proof is provided for an extraordinary circumstance. You must do your best to inform your instructor prior to or immediately if you expect the assessment will be missed.

Extensions or requests for changes by students to **final** exams and assignments due dates will require the student to complete a formal request for deferral. The student completes the request, consults with the instructor who must sign the form, and the instructor then submits the form (and any supporting documentation provided by the student) to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death, etc). The decision is sent by mail to the student and it is the student's responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student's responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. Requests for deferral received more than two (2) weeks after the final day of the examination period will be denied. The deferral form can be found on the FGSR website at: <https://www.uregina.ca/graduate-studies-research/current-students/forms.html>

ACADEMIC INTEGRITY

While students may use generative AI tools for brainstorming and idea development, the submitted content, analysis, and conclusion must be independently developed by the student.

STUDENT RESOURCES

UR Accommodated – Centre for Student Accessibility

Student Accessibility upholds the University of Regina's commitment to a diverse and inclusive learning environment by providing services and supports for students based on disability, religion, family status, and gender identity, as mandated under Saskatchewan Human Rights legislation and the Duty to Accommodate. Student Accessibility aims to encourage independence, self-advocacy, and equity for all students, while maintaining privacy and confidentiality. Accommodation services and supports are provided from pre-entry through graduation. Students are encouraged to register with Student Accessibility early in order to ensure that registration is complete prior to the beginning of classes.



Students who need these services are encouraged to register with the Centre for Student Accessibility to discuss the possibility of academic accommodations and other supports as early as possible. For more information, see the Center for Student Accessibility website at <https://www.uregina.ca/student/accessibility/centre-Accessibility/index.html>

Student Mental Health

Counselling services are available to provide accessible, evidence-based, and inclusive psychological services. Mental health and wellbeing is an important component of student success. As such, counselling services strives to support students through responsive, skills-based and proactive engagement. For more information, see the counselling services website at <https://www.uregina.ca/student/counselling/>

Writing Assistance

The Student Success Centre (SSC) offers personalized support services designed to encourage and assist students with academic challenges, develop skills, set goals and connect with others. Both on-line and in-person services, including tutoring and writing skills, are available. <https://www.uregina.ca/student-success-centre/index.html>

CLASS SCHEDULE (e.g., date, topics, reading required, etc.)

Note: The schedule is subject to change. Students will receive as much advance notice as possible.

Date	Topic	Reading	Deadline
Jan 12	<ul style="list-style-type: none"> Evidence-Based Mindset and Human Resources Analytics Privacy, Ethics, and Compliance 	Chap 1 Chap 2	
Jan 19	<ul style="list-style-type: none"> Building a Business Case and Laying the Groundwork 	Chap 3	
Jan 26	<ul style="list-style-type: none"> Requirements and Hypotheses 	Chap 4	
Feb 2	<ul style="list-style-type: none"> Data Discovery 	Chap 5	
Feb 9	Mid-term exam		
Feb 16	Winter break- No class		
Feb 23	<ul style="list-style-type: none"> Preparing Data for Analysis 	Chap 6	
Mar 2	<ul style="list-style-type: none"> Analyzing Data for Insights 	Chap 7	
Mar 9	<ul style="list-style-type: none"> Interpreting Advanced Analysis Results 	Chap 8	
Mar 16	<ul style="list-style-type: none"> Data Visualization 	Chap 9	
Mar 23	<ul style="list-style-type: none"> Storytelling 	Chap 10	
Mar 30	<ul style="list-style-type: none"> Empowering Decision-Making 	Chap 11	
Apr 6	<ul style="list-style-type: none"> Sustaining Human Resources Analytics 	Chap 12	