Kenneth Levene Graduate School of Business

Evaluation of HR Practices & Systems – GBUS 862 Winter 2022
COURSE OUTLINE

General Information

Instructor Information
Name: Dr. Rene Arseneault **Office Location**: ED 565.11
Phone: 306.337.2391 **Office Hours:** By appointment
Email: rene.arseneault@uregina.ca

Class Information
Class Dates: January 11th – April 12th, 2022
Class Times & Location: Mondays, 7-10pm [TBD]
*Computer lab ED 531 has SPSS installed on computers for Case Studies

Course Description

This course focuses on analytical methods that can be employed by HR practitioners to assess the effectiveness of HR practices and of overall HRM systems. This requires a solid grasp of HR analytics: the systematic collection, analysis, and interpretation of data designed to improve decisions about talent and the organization as a whole. The use of analytics is changing the way HR professionals quantify the value that people (a company's "biggest asset") have on the organization's ability to succeed in the market or in its mission.
To enable executive and line managers to make smart decisions about talent, HR needs to effectively leverage data. When equipped with metrics that are properly designed and easy to interpret, HR can provide managers with analytics to make decisions that will not only improve operations, but also create systemic advantages. Students develop skills in identifying and employing valid, evidence-based decision criteria to assess HR practice and enhance their ability to evaluate information and conduct research.

Course Topics:

- Predicting success
- People analytics
- HR metrics
- Talent intelligence
- Strategic workforce planning
- HR costing
- Predictive analytics
- Human capital investments

Learning Objectives & Outcomes

After completing this course, if you have attended class regularly, read the assigned material, and learned to apply the teaching presented in the course, you will ideally:

- Understand basic theory in predictive HR analytics
- Explain how evaluation of HR systems & practices can contribute to org. success
- Be able to use SPSS (or other software) to analyze raw data
- Interpret SPSS output and summarize findings
- Strengthen statistical background
- Apply problem solving skills (case studies)

Course Structure

This course consists of **lectures** and **lab sessions**. The **lectures** will typically be delivered during the first half of class (via Power Point Presentation) and cover relevant chapter material. The content of these lectures will be mostly operational on how to analyze HR data (via SPSS) to solve work-related problems but also include HR predictive analytic theory. During this time, students are expected to take notes and ask questions. **Preparation is essential:** reading assigned chapters and material carefully, prior to class, will ensure that you get the most out of these sessions. This will also prepare you for the lab sessions.

The **lab sessions** will typically take up the second half of class. These sessions will take place in the lab computer room (ED 531), which has SPSS installed on all computers.* You will have an opportunity to test out SPSS and complete the chapter case studies. We will do this together. You can even collaborate with classmates, however the final assignments you submit are individual (5 x 10 = 50%). The instructor will use a 'blended' teaching approach (directive/supportive) during these sessions allowing you independent time to self-educate and complete the analysis. Using YouTube tutorials is very helpful for running and interpreting SPSS analysis. The course textbook is also quite explicit and informative on how to carry out all analysis for each case study.

Please keep in mind that although the PPT / lectures cover most material you will be tested on / expected to know, it is also selective. It will be impossible to cover everything in the allocated chapters in great depth during lecture sessions. Please do not assume that slides are a comprehensive summary of everything students are required to learn. You are responsible for reading all the material in the textbook (unless otherwise stated). I will notify you in class of irrelevant material within chapters, to save you time (which luckily, there is lots!).

*Hyflex: Please note that the remote component of this class is designed to facilitate students' ability to participate in this class from outside of Regina. It may not be as immersive as attending in person, but should allow you to engage with all aspects of the course. If you identify a barrier to participation, please contact your instructor directly to discuss the issue.

Course Textbook

1. Textbook: Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers.

2. UR Courses: Will provide all links and/or references for all other course readings and

materials. All assignments are to be submitted electronically in UR Courses.

* SPSS requirement

This course requires having access to SPSS. Students who are attending class in-person will have access to ED531 Computer Lab room during scheduled class time. The university's license is for on campus use only. Those who are attending the class from outside of the region (remotely) will need to purchase SPSS on their own. A 6-month SPSS grad pack base version can be purchased for about $70.00 and comes with access to basic technical support from the provider. (https://www.ibm.com/products/spss-statistics/pricing)

Evaluation

1) Chapter Assignments – 50%
2) Critical Journal Article Review – 15%
3) Case Study – 15%
4) Knowledge Assessment – 20%

1) Chapter Case study Assignments

Chapters 4-9 of this course include several 'case studies'. These 'case studies' are actually small HR analytics practice simulations using SPSS and Excel data sheets. You will have the opportunity in class (i.e., lab sessions) to work-through these together, using SPSS. I will provide you a submission structure, which will include several components (i.e. data analysis instructions, SPSS output interpretation, summarizing findings). These will be individual assignments, designed to provide you with an opportunity to apply chapter learnings to real-life HR predictive analysis simulations. Although these are individual assignments, you are encouraged during the lab sessions to chat / consult with classmates for help. As you are aware, most HR departments in the private industry operate in team environments. A full explanation of the expectations, evaluation system, and example will be provided in class. (5 x 10 = 50%)

2) Journal Article Review

You will be required to complete a journal article review. This assignment is designed to test your research, and critical thinking skills in the field of HR predictive analytics. The article review will be approximately 3 pages, double-spaced, 12 pt, Times New Roman font. This assignment requires reviewing a peer reviewed journal article that addresses an HR predictive analytics topic. You will 1) Explain the connection of your article to the course; 2) Provide a concise summary of the main point(s); 3) Provide a clear response and interpretation of the article. A thorough explanation of the guidelines and expectations for this assignment will be given in class. I will also show you how to search for these articles. (15%)

3) Case Study

You will be given one case study to complete as a group. The case study is intended to provide you with an opportunity to practice / demonstrate the HR analytics skills learned throughout this course. It will also test your creativity, real-life application, and team-work skills. The case study is due Feb 28th (mid-way), but will be given early in the course, to provide sufficient time for reflection and completion. (15%)

4) Knowledge Assessment
The knowledge assessment is a in-class test towards the end of the semester. It will assess your knowledge of which statistical test to use for various HR problems, interpreting SPSS output, and general statistics covered throughout the course. This assessment is individual, closed book, does not require SPSS (or a computer) and is worth 20% of your final grade. The aim of the knowledge assessment is less focused on 'memorization' of course content, and more focused on your general readiness to work as an HR analytics practitioner. (20%)

Academic Policies

Grading **|** Grades will be posted in UR Courses in a timely manner.

Academic Integrity **|** Work submitted for individual and group grading must be original work. References are required when you provide information that is not your own original thought—paraphrases and direct quotes (include page numbers). This applies to your research papers. Plagiarism is a serious academic offense regardless of whether it was committed intentionally or due to carelessness. Plagiarism, cheating, or any other form of academic misconduct will not be tolerated. The requirements provided in the University of Regina Graduate Calendar (Academic Conduct and Misconduct) are in effect throughout this course and any suspected academic misconduct will be reported to the Dean/Designate.

Contacting the Instructor **|** Please note that I am happy to respond to email questions regarding course content or evaluations. I typically respond within 24-48 hours during the work week. I may not respond to e-mails on weekends.

Extensions or requests for changes by students to assignment/examination 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 assignment/examination period will be denied. The deferral form can be found on the FGSR website at:
https://www.uregina.ca/gradstudies/forms.html

Student Resources

Accessibility Services **|** If there is any learner who, because of a disability or other consideration, may have a need for accommodation(s), please contact the Centre for Student Accessibility before or at the start of the course https://www.uregina.ca/student/accessibility/. The Centre will advise how you proceed and the required communication with your instructor.
Counseling Services **|** If any learner is experiencing personal problems which may be affecting their studies, please consider consulting U of R Consulting Services. For more information check

here https://www.uregina.ca/student/counselling/services/index.html
Writing Assistance | The Student Success Centre (www.uregina.ca/ssc) offers both on-line resources and in- person tutoring on writing skills.

Weekly Schedule

*Tentative Course Schedule and Due Dates

Week	Date	Topic	Required Reading	Item Due
Week 1	January 10th	Intro. to Course Review Syllabus	Syllabus, Chapter 1	
Week 2	January 17th	HR Information Systems & Data	Chapter 2	
Week 3	January 24th	Analysis Strategies	Chapter 3	Assignment #1
Week 4	January 31st	Diversity Analytics	Chapter 4	
Week 5	February 7th	Employee Attitude Surveys	Chapter 5	Assignment #2
Week 6	February 14th	Predicting Employee Turnover	Chapter 6	Assignment #3
Week 7	February 21st	Reading Week	NO CLASSES	
Week 8	February 28th	Reflection on HR Analytics: usage, ethics & limitations	Chapter 12	Group Case Study
Week 9	March 7th	TBD		
Week 10	March 14th	Predicting Employee Performance	Chapter 7	Assignment #4
Week 11	March 21st	Recruitment & Selection Analytics	Chapter 8	Assignment #5
Week 12	March 28th	Monitoring the impact of Interventions	Chapter 9	Assignment #6
Week 13	April 4th	Business Applications	Chapter 10	Journal Article Review

Week 14	April 11th		Knowledge Assessment	
Week 15	April 18th	Exam Period	NO CLASSES	