



COURSE OUTLINE

GBUS 862

Evaluation of HR Practices and Systems

Winter 2022

INSTRUCTOR DETAILS:

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Office Location: ED 565.6
Office Hours: *by appointment*

CLASS DETAILS:

Class Dates: January 11th – April 12th, 2022

Class Times: Mondays, 7-10pm

Class Location: *ONLINE - at least for the first few weeks of the semester; we shall have to wait and see how we proceed beyond that point, once it is made clear by the university). ZOOM instructions will be posted on URCourses.*

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 in an organizational content. 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.

LEARNING OBJECTIVES / OUTCOMES

Students will ...

- be able to include and apply data analytic methodologies to HR decision making.*
- understand fundamentals of data analytics and its applications in the HR field.*



- *be able to explain how HR systems contribute to organizational success.*
- *be able to interpret statistical output and summarize findings.*
- *develop their report writing skills.*

COURSE EXPECTATIONS

*This course will entail a combination of lectures and hands-on demonstration. 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.** I expect that students will prepare appropriately for every class. Please read each section of the course outline for expectations on all components of the course.*

As this course is about evaluating HR practices and systems, I expect that students have a working knowledge of topics/concepts such as selection, recruitment, diversity, performance management, organizational surveys and so on. The concepts you will need for any given class will be known in advance and, as such, you will have enough time to prepare.

Finally, I expect students to have a good understanding of basic statistical concepts on which we can build. I will be giving access to a free tutorial material, which I expect that everyone in this class will go through individually.

COURSE MATERIALS

Textbooks:

Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.
SAS: Introduction to ANOVA, Regression, and Logistic Regression. SAS Publishing. – *This is the tutorial textbook that you should complete by yourselves. More information will be provided on URCourses*

Software:

SAS OnDemand for Academics - - *Instructions regarding access and installation will be provided on URCourses.*

COURSE ASSESSMENT SUMMARY

Assignments	Weight	Due Date
Midterm Exam	25%	TBA
Analytics Group Project	25%	TBA
Homework	30%	TBA
Written assignments	20%	TBA
TOTAL:	100%	



Unless otherwise instructed, all assignments must be completed independently. Late assignments will be penalized at a rate of 4% for each hour of lateness. If you miss an assignment deadline due to a legitimate emergency and do not wish to be penalized, proper documentation will be required.

Analytics Group Project

You will receive an HR dataset based on which you will have to prepare an analytics report. The assessment of this project will include a 30% competitive component, which will be discussed in class.

Homework

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.

Written Assignments

Two assignments – topics will be announced in class and materials posted on URCourses. Papers will be graded based on depth of analysis, completeness, grammar & spelling and formatting.

Participation:

Full participation is expected from every student. This means being present at all class meetings; always well prepared, consistently contributes in a meaningful way to group and class discussions; and actively listens to others and provides constructive comments. The quality of your participation is judged based on your ability to contribute substantively to class discussion and to consider other's comments in advancing the discussion. You may lose up to 10% of your course grade as a result of poor participation.

For a description of the grading system, please consult the Faculty of Graduate Studies and Research link here: <https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem>

ACADEMIC POLICIES

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

I am always happy to meet with students! Please email or text me (phone number provided in my contact info) to make an appointment. I also am happy to respond to email questions regarding the content or the evaluations – emails take longer to respond to than texts.

Extensions/Deferrals

Extensions or requests for changes by students to final exam or assignment due date 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/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 UofR 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.



CLASS SCHEDULE

Week	Topic	Readings
Jan 10	Introductions Class setup; Technology SAS OnDemand for Academics	
Jan 17	Introduction to HR Analytics HR Measurement and Strategic Impact SAS demo	Chapters 1, 2
Jan 24	Analysis Strategies SAS demo	Chapter 3
Jan 31	Diversity Analytics SAS demo	Chapter 4
Feb 7	Predicting Employee Performance/Turnover SAS demo	Chapters 6, 7
Feb 14	Predicting Employee Performance/Turnover (cont'd) SAS demo	
Feb 21	WINTER BREAK !!!	
Feb 28	Recruitment & Selection Analytics SAS demo	Chapter 8
Mar 7	Employee Attitude Surveys SAS demo	Chapter 5
Mar 14	Monitoring interventions SAS demo	Chapter 9
Mar 21	Predictive models SAS demo	TBA
Mar 28	Business Applications	Chapter 10
Apr 4	Ethics in [HR] Analytics	TBA
Apr 11	Group project kickoff	

Note: This schedule is subject to change based on class needs and progress.