

## GBUS 862 – Evaluation of HR Practices & Systems

(HR Analytics)

Winter 2024

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### INSTRUCTOR DETAILS:

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

Office Location: [REDACTED]  
Office Hours: by appointment

### CLASS DETAILS:

Class Dates: Jan 8 – Apr 12  
Class Times: Mondays, 7-10 pm  
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. **Prerequisites:** GBUS 838 (instructor’s note: “a good grasp of basic applied statistics is strongly recommended!”)

### LEARNING OBJECTIVES / OUTCOMES

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

***Eg.** 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. It is expected that students will read and prepare appropriately for every class. As a general rule, students should expect to dedicate on average a minimum of 5 hours/week out of class for this course*

## COURSE MATERIALS

Cascio, W. F, Boudreau, J., W, Fink, A., F., **Investing in People – Financial Impact of Resource Initiatives**, 3<sup>rd</sup> Edition, Alexandria, VA, Society of Human Resource Management  
Book website: [Investing in People Online \(shinyapps.io\)](http://shinyapps.io)

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

## COURSE ASSESSMENT SUMMARY

Midterm Exam (25%)  
Final Project (35%)  
Assignments and Quizzes (25%)

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

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

Details for assignments and quizzes will be posted on URCourses.

ACADEMIC REGULATIONS e.g. student support resources, student accessibility services, exam rescheduling policy, unclaimed assignment policy, copyright regulations, etc.

*Eg All late in-semester assignments will be deducted 10% per day after the submission date. For the pre-reflective submissions, no submissions will be accepted once the class in question starts. For the final essay, all extensions will be considered a request for a deferred exam and will have to be signed by the instructor and final approved comes from the Faculty of Graduate Studies and Research.*

**Request for Deferred Submission of Work.** *Eg Requests for deferred assignments / exams for assessment to be handed in during the semester (not final exams / assignments) are at the discretion of the instructor .*

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/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](http://www.uregina.ca/ssc)) offers both on-line resources and in- person tutoring on writing skills.

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

|    | Topic                          | Readings | Assignments | Due date |
|----|--------------------------------|----------|-------------|----------|
| 1  | Intro to Analytics and HR      | Ch. 1    |             |          |
| 2  | Foundations of HR Measurement  | Ch. 2    |             |          |
| 3  | Talent Management              | Ch 3     | Quiz 1      |          |
| 4  | Absenteeism & Turnover         | Ch 4&5   | Homework 1  |          |
|    |                                |          |             |          |
| 5  | Employee Health                | Ch 6     | Quiz 2      |          |
| 6  | Attitudes & Engagement         | Ch 7     | Homework 2  |          |
| 7  | Workplace Flexibility Programs | Ch 8     | Quiz 3      |          |
| 8  | Utility                        | Ch 9     |             |          |
| 9  | Employee Selection             | Ch 10    | Quiz 4      |          |
| 10 | HR Development                 | Ch 12    | Homework 3  |          |
| 11 |                                |          |             |          |
|    | Final                          |          |             |          |
|    |                                |          |             |          |
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|    |                                |          |             |          |

*Note: the schedule is subject to change based on identified class needs*

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