MANA 7380: People Analytics: HR Transformation through Data

Instructor: Dr. JeAnna Abbott
Phone: 713-859-9128
E-Mail: jabbott@uh.edu

"The goal is to turn data into information, and information into insight."

(Carly Fiorina, Former CEO of HP)

COURSE DESCRIPTION

People analytics is a data-driven approach to managing people at work. For the first time in history, business leaders can make decisions about their people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance.

This course is an introduction to the theory of people analytics and will include some hands-on basic talent management data analysis. By the end of this course, you'll understand how and when hard data is used to make soft-skill decisions about hiring and talent development, so that you can position yourself as a strategic partner in your company's talent management decisions. This course is intended to introduce you to how Organizations flourish when the people who work in them flourish. Analytics can help make both happen.

We will use case studies to explore how data and sophisticated analysis is brought to bear on people-related issues, such as recruiting, performance evaluation, leadership, hiring and promotion, job design, and collaboration.
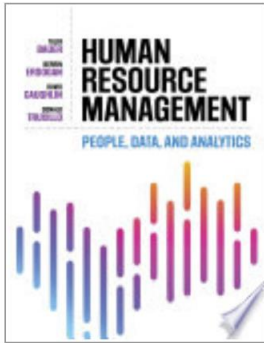
Prerequisites
There are no course prerequisites

Required Text and Materials

Title: Human Resource Management: People, Data, and Analytics
Authors: Talya Bauer, Berrin Erdogan, David Caughlin, and Donald Truxillo
ISBN: 9781506363127

Human Resource Management: People, Data, and Analytics

Talya Bauer, Berrin Erdogan, David Caughlin, Donald Truxillo

SAGE Publications, Nov 29, 2018 - Business & Economics - 728 pages

★★★★★

0 Reviews ⓘ

workforce decisions and gain significant competitive advantage.

Human Resource Management: People, Data, and Analytics introduces
Features tied to SHRM competencies and data exercises give students

More »

Title: Harvard Course Pack https://hbsp.harvard.edu/import/951538

The course pack costs approximately $8.50. It includes two cases. Google Project Oxygen will be used for a class discussion and "Teach for America" (TFA) is your Final Case submission. The TFA case will be a group submission.

Course Objectives

- Be able to lead an HR analytics team or develop an analytics function from scratch
- Acquire the relevant knowledge to coordinate and communicate with stakeholders such as data analysts, IT and other specialists
- Learn about the various applications of analytics and develop an internal business case for your organization
- Learn the basics of the analytics, statistics, and data mining process
- Know where to extract (HR) data, common data formats, tools, and how to work with data
- Learn the basics of HR data and how HR adds value through analytics

Grading

Discussions	**25%**
Assignments	**25%**
Quizzes (lectures, text & readings)	**25%**
Final Case Brief (TFA group case study)	**25%**
	100%

Discussion Topics in Blackboard

Many of the "rules of the road" or protocols that apply to e-mail also apply to the use of discussions. Use the following conventions when composing a discussion posting:

1. Everyone should feel free to participate in class and online discussions. Regular and meaningful discussion postings help us to create a community and constitute a substantial portion of your grade.
2. During a Discussion assignment, deadlines for posting to and replying will be specified with each assignment.
3. It is a good practice to always check the Discussions multiple times during the week.

4. Use the appropriate Discussion Topic; don't post everything on the "Main" Discussion Topic. There will be specific discussion topics for particular discussions—pay close attention to the topics and click on the appropriate topic before posting.
5. "Subject" headings: use something that is descriptive and refer to a particular assignment or discussion topic when applicable. Some assignments will specify the subject heading in the first posting from the instructor.
6. Use the "reply" button rather than the "compose" button if you are replying to someone else's posting.
7. Do not use postings such as "I agree," "I don't know either," "Who cares," or "Ditto." They do not add to the discussion, they take up space, and they will not be counted for assignment credit.
8. Respect each other's ideas, feelings, and experience. Be courteous and considerate. It is important to be honest and to express yourself freely, but being considerate of others is just as important and expected online, as it is in the classroom.
9. Explore disagreements and support assertions with data and evidence.

10. If you want to send a personal message to the instructor or to another student, use e-mail rather than the discussions (see E-mail Protocols).
11. A helpful hint for use with both discussions and e-mail—Compose your message in your word processing application in order to check spelling, punctuation, and grammar—then copy and paste your composition into e-mail or the discussion. This also saves online time.
12. Break up large blocks of text by breaking them into paragraphs and use a space between paragraphs.
13. Use the Help! topic for assistance or for questions about course material or assignments.

Assignments

There are four assignments in the course schedule. Assignment due dates are noted in the Assignment Drop Box. You will be provided with an excel spreadsheet and instructions for each assignment. There is also a tutorial on how to perform the analysis in PowerBI. There will be a handout on how to get a free version of desktop PowerBI in the "Resources" Folder.

Quizzes

There will be four quizzes throughout the semester. The quizzes will be over the lectures, text, and additional readings. There will be a heavier emphasis on the text. The quizzes are comprised of 10 multiple choice questions. You will be given two attempts for each quiz.

Final Case Brief

There is one final case brief listed in the course schedule. This case is Teach for America (TFA). **Since this case is an active case with data, you can expect the data to be messy and, in some cases, incomplete.** This case is to be completed as a group project. It is due at the end of the semester. Please consult the course schedule for exact due dates. The Final Case due date is noted in the Assignments Drop Box. You will read the case assigned and answer the questions at the end. It should generally take about one to two pages (typed and single-spaced, please) to adequately answer the questions for each case. Yes or No answers are not ever adequate. Try to look at the question the same as a good reporter would. Answer "Who, What, When, Where, Why, and How." If you do this, you will need the one- to two-page length assigned to satisfactorily answer the questions. After you are done, upload and submit your assignment in .doc or .docx format only to the Assignments Drop Box.

HR Resources

HR Websites
Several websites related to HR can be used to explore additional information about the field.

- Academy of Management: http://www.aomonline.org
- Academy of Management, HR Division: http://www.hrdiv.org
- American Staffing Association: http://www.staffingtoday.org
- Bureau of Labor Statistics: http://www.bls.gov
- Department of Labor: http://www.dol.gov
- Dictionary of Occupational Titles (DOT): http://www.wave.net/upg/immigration/dot_index.html
- Educational Testing Service (GRE & other tests): http://www.ets.org/
- Employment Standards Administration: http://www.dol.gov/esa
- Equal Employment Opportunity Commission: http://www.eeoc.gov
- Findlaw: http://www.findlaw.com

- Human Resources Information: http://humanresources.about.com/
- Human Resources Internet Guide: http://www.hr-guide.com/
- International Association for Human Resource Information: http://www.ihrim.org/
- International Personnel Mgmt. Association Assessment Council: http://www.ipmaac.org/
- International Public Management Association for Human Resources: http://www.ipma-hr.org
- National Human Resources Association: http://www.humanresources.org/
- Occupational Outlook Handbook: http://www.bls.gov/oco/
- Office of Federal Contract Compliance Programs: http://www.dol.gov/dol/esa/ofccp
- O*NET: Occupational Information Network: http://www.doleta.gov/programs/onet/
- Performance 3: http://www.zigonperf.com/resources/links.html
- Society for Industrial and Organizational Psychology (SIOP): http://www.siop.org/
- Society for Human Resource Management (SHRM): http://www.shrm.org
- Workforce Management: http://www.workforce.com
- Workindex.com: http://www.workindex.com
- WorldatWork: http://www.worldatwork.org

Top HR Journals

Many students get excited about human resources as a career path and often ask where they might find more information. The following journals, which publish scientific research directed toward understanding HR problems, are excellent sources for current developments in this field. The library has recent copies and old issues of these journals.

- *Journal of Applied Psychology*
- *Personnel Psychology*
- *Academy of Management Review*
- *Academy of Management Journal*
- *Journal of Management*
  Journal of Vocational Behavior
- *Human Performance*
- *International Journal of Selection and Assessment*
  Human Resource Management Review
- *Research in Personnel and Human Resource Management*

Tech Support

Use the "Ten-Minute Rule." If you can't figure it out in 10 minutes, get HELP!
- Problems within Blackboard?
  1. First use the contextual **HELP menu** at the top of the screen for challenges within Blackboard.
  2. If you can't find the answer, post a message in the discussion topic called "Help!" Consult a fellow student or tech expert to see if you can sort it out together.
  3. If all else fails, contact your instructor in Blackboard e-mail or university e-mail. **If the problem is time critical, CALL ME on my office or cell phone at the top of the syllabus.** *Time critical* means something like working on an exam and the system crashes. It DOES NOT mean that you waited to the last possible second to turn in an assignment and now are having trouble getting the assignment accepted.

E-mail

E-mail will be an integral part of this course. Make sure you do the following:
1. Check your e-mail at least twice per week (more often is better).

2. Be patient. Don't expect an immediate response when you send a message. Generally, 2 days is considered a reasonable amount of time to receive a reply. **Again, if the problem is time critical, call me on my office or cell phone at the top of the syllabus.**
3. Include "Subject" headings: use something that is descriptive and refers to a particular assignment or topic.
4. Be courteous and considerate. Being honest and expressing yourself freely is very important but being considerate of others online is just as important as in the classroom.
5. Make every effort to be clear. Online communication lacks the nonverbal cues that fill in much of the meaning in face-to-face communication.
6. Do not use all caps. This makes the message very hard to read and is considered "shouting."
7. Check spelling, grammar, and punctuation (you may want to compose in a word processor, then cut and paste the message into the discussion or e-mail). Or download and install a nifty spell check add-on for Internet Explorer at http://www.iespell.com/download.php
8. Break up large blocks of text into paragraphs and use a space between paragraphs.
9. Write the recipient's name at the beginning of an e-mail. Sign your e-mail messages.