

Workforce Analytics and HRM Data-Based Decisions

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Course Description

This course focuses on the increasing demand for data-driven, analytical approaches to human resources management. Students will acquire the necessary statistical methods to address business challenges, enhance their knowledge and skills in planning and managing HR analytics projects, and gain an understanding of the key legal and ethical considerations associated with such projects.

Required Text

- Privitera, Gregory J. (2018) Essential Statistics for the Behavioral Sciences. Thousand Oaks, CA: Sage Publications Inc (ISBN: 978-1506386300).
- Readings and resources are posted on Canvas.

SMLR Learning Goals

This course is designed to meet four SMLR Learning Goals:

- I) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.
 - Formulate, evaluate, and communicate conclusions and inferences from quantitative information
 - Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
 - Apply qualitative methods appropriately, alone and in combination with quantitative methods
- II) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions
 - Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work
 - Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional perspective
 - Analyze issues related to business strategies, organizational structures, and work systems
 - Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

III) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

I) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Develop effective presentation skills appropriate for different settings and audiences
- Develop career management skills to navigate one’s career
- Develop capabilities to work and lead in a multicultural and diverse environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal and professional development skills

Student Accountabilities

While online learning offers flexibility and convenience, it also requires a high level of discipline, dedication, and time management skills. As a student, you are expected to:

- Have access to a reliable computer and a stable internet connection.
- Log in to Canvas for your course on a daily basis.
- Regularly check for new announcements, assignments, and discussions, and respond accordingly.
- Actively participate in the Discussion Forum.
- Complete the assigned readings, media, exercises, and quizzes.
- Adhere to all due dates and submission deadlines.

In case of computer failure

It is important to have an alternative plan for accessing your Canvas course in case your computer experiences technical issues. Consider having access to an extra computer at home, your employer's computer, or a computer at your local library. Additionally, make sure to regularly back up your important documents and assignments on a flash drive or another external device.

Evaluation of Student Performance

- **Quizzes.** Students are required to take an online quiz for every module. These are open-book, open-note quizzes. Students should start the quizzes **only after** they finish the

required readings and videos. There are no makeup quizzes without documented excuses. The total is worth 20% of the course grade.

- **Participation.** On a typical week, you are expected to (1) discuss a business case related to the course materials and (2) actively interact with peers in Discussion Forums. Participation is worth 40% of the course grade.
- **Individual research paper.** Select an organization or industry you are interested in and/or familiar with, and write a paper addressing how that organization or organizations in that industry use HRM-related analytics and metrics to drive performance. The paper is expected to be 8-10 pages, 12 font size, double spaced. The research paper is 40% of your course grade.

Academic Integrity

As an academic community committed to the creation, dissemination, and application of knowledge, Rutgers University places great importance on fostering an intellectual and ethical environment grounded in the principles of academic integrity. Upholding academic integrity is crucial for the success of the University's educational and research missions, and any violations of academic integrity are considered serious offenses against the entire academic community.

In this course, any form of dishonesty will not be tolerated. Dishonest practices include, but are not limited to, cheating, plagiarism, fabricating information or citations, assisting others in acts of academic dishonesty, possessing unauthorized examination materials, submitting work that is not one's own or work that has been previously used without informing the instructor, and tampering with the academic work of other students.

For a comprehensive understanding of academic integrity policies, guidelines, and resources, please visit the academic integrity website at <http://academicintegrity.rutgers.edu>.

By adhering to the principles of academic integrity, we collectively uphold the values of honesty, integrity, and intellectual growth within our academic community.

Academic Support Services

Your experience in this class is important to me. If you have already established accommodations with Office of Disability Services (ODS), please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course.

If you have not yet established services through ODS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to; mental health, attention-related, learning, vision, hearing, physical or health impacts), you are welcome to contact ODS at 848-445-6800 or dsoffice@echo.rutgers.edu.