

COURSE SYLLABUS

Rutgers University, School of Management and Labor Relations

HR Data Based Decision Making

Rutgers University – Summer 2026

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Mondays, 7:20 PM - 10:00 PM Professor: Igor Nachevnik, Cybersecurity Analyst+, Security+, Network+	Classroom: JLB-103
Office: 94 Rockafeller Road, Room 212	Email: in90@rutgers.edu
Office Hours: By appointment	Phone:

TEXT: Salkind, N. J. (2021). Statistics for People Who (Think They) Hate Statistics: Using Microsoft Excel (5th ed.). Thousand Oaks, CA: Sage. ISBN-13: 978-1071803882

A free and open companion website for this textbook is available to help you study. This site, at <https://study.sagepub.com/salkind5e>, includes the data sets for the exercises in the book, as well as practice quizzes, flashcards, videos, and journal articles.

COURSE DESCRIPTION: This course introduces statistical concepts and analyses critical to Human Resource Managers. Emphasis will be placed on the basic concepts of quantitative analysis, including models for exploring causality, and the use of Microsoft Excel as a statistical software program. Importantly, the course will focus on understanding, applying, and interpreting statistical techniques, rather than on the derivations of methods or performance of calculations. Students are expected to take the material/concepts presented in class and apply them through a series of in-class activities, homework assignments, and quizzes. The overall goal of the course is not only to help students understand the mathematical/statistical concepts presented but also to assist in applying these procedures.

COURSE OBJECTIVES: The major objectives of this course are:

1. To develop an understanding of the role played by statistics in the overall process of organizational research.
2. To learn an array of descriptive procedures for displaying statistical information in graphic and narrative form.
3. To learn a variety of tests and procedures that can be useful in data analysis, subsequent hypothesis testing, and decision-making activities.
4. To demonstrate a critical understanding of how these tests can be used, their major weaknesses and strengths, and the critical assumptions underlying their legitimate application.
5. To provide a foundation of statistical knowledge for pursuing more advanced statistical methods in future courses.
6. To learn to apply statistical concepts, scientific reasoning, and logic to organizational problems.

OVERVIEW OF COURSE FORMAT: Our course will be conducted during

our scheduled class time from 7:20-10:00 PM in the Janice Levin Building,

We will start by discussing any questions you have about the reading and practice problems, or a quiz. Then, I will provide a brief review of the day's topic. Please note that I assume that you have completed the readings and quiz prior to class. We will often use class time to work with actual datasets in Microsoft Excel. As this time goes by fast, it is imperative that you read the assigned materials before class. Please also note that class will start and end promptly; be sure to show up to JLB-103 a few minutes early.

COURSE PORTAL: The Canvas learning management system will be the primary home for this course (<https://rutgers.instructure.com/courses>), so you must be familiar with this mode of interaction as it will house the syllabus, PowerPoint slides for the lecture notes, assignments, and contact information. To access Canvas, you must use your net ID and password. All course announcements are posted to Canvas, and sent to your Rutgers email address. You are responsible for regularly checking your Rutgers email address, or forwarding your Rutgers email to an address that you do check on a regular basis.

Assignments and exams used to enhance your learning experience in this course include:

1. Readings: You are responsible for the material covered in the book prior to attending class. Please note that the week's readings are specified in the class schedule on the following pages. In addition to these readings, the professor may assign supplemental readings throughout the semester. These supplemental readings do not appear on the schedule as these readings will be assigned at the professor's discretion.
2. Exams: One mid-term exam and one final exam will be given on the material covered in the class and on the assigned readings. Exams will be based on the readings, material discussed in class, quizzes, and homework assignments.
3. Quizzes: Four quizzes will be given throughout the semester and will require that you read and respond to material in the textbook as well as work out mathematical/statistical procedures discussed in class.
4. Homework: Students will be responsible for the completion of four homework assignments. The purpose of the assignment is to assist students in applying their understanding of the statistical procedures discussed in class, as well as to provide an opportunity for students to respond to the readings.

Due Dates: Homework problems assigned throughout the semester are due on Mondays by 8 AM. The midterm will be administered during our regular class hours, and the final will be administered during Finals Week.

Lateness: It is expected that students will turn in all homework assignments and exams on or before the due dates. NO late homework or exam will be accepted unless you receive prior approval by the professor AND have an official document that excuses you from meeting the deadline (e.g., a note from the ODOS or a doctor treating your illness/injury). In rare circumstances where an alternative arrangement for a missing homework assignment or exam is necessary, it needs to be discussed with the professor prior to the due date.

Academic Integrity: Each student's homework and examinations must be done independently. You are allowed to discuss with each other orally about the assignments and its relation to materials covered in class, but you are to complete your own work. Looking at or copying other's work is strictly forbidden, and if found, all students involved will receive a 0 on that assignment. All incidents of academic dishonesty are reported to the HRM Program, the SMLR Academic Integrity Facilitator, and the Rutgers University Office of Student Conduct. All academic integrity violations are retained in a student's records for 10 years and will be disclosed to any employer or graduate school that requests that information. Consult the official Rutgers University document entitled "Academic Integrity at Rutgers University" regarding your responsibilities for maintaining academic integrity: <http://academicintegrity.rutgers.edu/>.

Participation: The classroom environment we cultivate is important for the success of this course, and it is a function of each of our contributions. Active participation and engagement are more than showing up to class and talking, it includes actively contributing to a professional environment.

Class Rules for Professionalism:

1. Actively participate and engage in classroom discussions and activities
2. Ask questions, "there are no stupid questions, there are questions you did not ask"
3. Respect time (e.g., arrive on time, remain present until the end)
4. Take ownership of projects and assignments
5. Be Agile – be comfortable with uncertainty, be able to rapidly adjust to change, and be resilient.

Students are expected to attend all class meetings. If a circumstance arises where you will need to miss lecture, then please contact me in advance by email.

Grading System: Grades will be assigned using the following scale. No curve or score adjustments will be given.

Letter Grade Percentage of

EVALUATION CRITERIA AND POLICY:

1. Midterm Exam (25%).

2. Final Exam (25%).
3. Quizzes (20%).
4. Homework (20%).
5. Participation (90%)

Letter Grade Percentage of

Points

A 100 % to 90% C+ 75% to 79.9%

B+ 85% to 89.9% C 70% to 74.9%

B 80% to 84.9% F < 70%

ACCOMMODATIONS: I am committed to providing a welcoming and accessible classroom for all students. Students who are in need of accommodations due to a disability should provide me with the appropriate documentation from the Office of Disability Services for Students as early in the semester as possible, and definitely before the first exam.

University Statement on Accommodations: "Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your professor and discuss the accommodations with him as early in your courses as possible. To begin this process, please complete the Registration form on the ODS website at: <https://ods.rutgers.edu/students/registration-form>."

COURSE QUESTIONS: Should you have any administrative questions about homework, exams, due dates, etc., please take the following steps:

- 1) first check the syllabus;
- 2) next, you can check the CanvasChat to see whether others may have had the same question.
- 3) If you do not receive a response to your question within 24 hours, then you should email the professor via Canvas.

ONLINE COURSE ASSESSMENT: Your constructive assessment of this course plays an indispensable role in shaping education at Rutgers. Upon completing the course, please take the time to fill out the online course evaluation.

INTELLECTUAL PROPERTY OF COURSE MATERIAL: All materials generated for this class, including but not limited to the syllabus, in-class materials, and exercises, may not be copied, sold, or made available to third parties (including note-taking services), published, broadcasted, reprinted, included in your blog, posted on any website, or sent via text messaging from your phone without the professor's explicit written permission. Any material that is distributed without such consent will be seen as a direct violation of academic integrity.