



# Business Administration

Course Number:	<b>BUAD 411</b>
Course Title:	<b>HR METRICS &amp; ANALYTICS</b>
Credits:	3
Calendar Description:	This course provides learners with an opportunity to apply a human capital approach to the development of human resources and workforce measures that are aligned with an organization's strategy.
Semester and Year:	<b>Winter 2020</b>
Prerequisite(s):	BUAD 269, BUAD 340, and third year standing
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	Elective
Substitutable Courses:	No
Transfer Credit:	
Special Notes:	
Development Date:	August 2016
Revision Date:	

Chair's Approval:

A handwritten signature in blue ink, appearing to read "Hempel".

**Professors**

Name	Phone number	Office	Email
Roger Wheeler	250-762-5445 #4226	Kelowna: C119	<a href="mailto:rwheeler@okanagan.bc.ca">rwheeler@okanagan.bc.ca</a>

**Learning Outcomes**

- Evaluate the purpose and role of HR metrics & analytics in strategy implementation.
- Explain the advantages of a human capital approach to HR and workforce measurement.
- Create strategy-specific HR value chains that link HR deliverables to strategic goals.
- Apply principles of good measurement to develop meaningful HR & workforce measures.
- Describe the technology and tools required to analyze HR and workforce data.
- Justify HR and workforce metrics to decision makers.

**Course Objectives**

This course will cover the following: see the Course Schedule for weekly details.

**Required Texts/Resources**

Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: linking people, strategy, and performance*. Boston, Mass.: Harvard Business School Press.

Huselid, M. A., Becker, B. E., & Beatty, R. W. (2005). *The workforce scorecard: managing human capital to execute strategy*. Boston, Mass.: Harvard Business School Press.

**Recommended Reading**

Fitz-enz, J. (2010). *The new HR analytics: predicting the economic value of your company's human capital investments*. New York: AMACOM

**Evaluation**

Team Project (team)	30%
Term Work (Individual)	20%
Midterm Exam*	20%
Final Exam*	30%
<b>Total</b>	<b>100%</b>

\* Students must earn half of all available exam marks to achieve a passing grade in the course.

**Notes**

Late submission of deliverables will be subject to penalties, as determined by the professor.

## Course Schedule

Date		Topic	Textbook
Week	Date	Monday, Jan 6 – First Day of Regular Classes Monday, Feb 17 – Family Day (no classes) Tuesday-Friday, Feb 18-21 – Reading Break (no classes) Thursday, Apr 9 – Last Day of Regular Classes	WS = Workforce Scorecard  HRS = HR Scorecard
1	Jan 6/8	Intro to metrics, analytics & human capital	
2	Jan 13/15	Measuring HR value & strategic alignment	WS – Ch. 1 HRS – Ch. 1
3	Jan 20/22	HR's strategic influence: perspectives & measures <i>Begin Phase I: Introduction of Case</i>	WS – Ch. 2 HRS – Ch. 2
4	Jan 27/29	Strategy maps & HR value chains	Handouts
5	Feb 3/5	Building & linking workforce & HR scorecards	WS – Ch. 3 & 4 HRS – Ch. 3
6	Feb 10 Feb 12	<i>Begin Phase II: Creating Scorecards</i> <b>Midterm Exam</b>	ABC Case
	Feb 17/19	Family Day & Reading Break – no classes	
7	Feb 24/26	Data manipulation and exploration Data visualization and interpretation	Handouts
8	Mar 2/4	<b><i>First West: Technology &amp; Tools (TBD)</i></b>	Handouts
9	Mar 9/11	The development of meaningful measures Team project workshop	WS – Ch. 5 HRS – Ch. 5
10	Mar 16/18	HR infrastructure alignment: internal & external <i>Begin Phase III: Implementing Workforce Strategy</i>	HRS – Ch. 6
11	Mar 23/25	Implementation: process & shared responsibilities	WS – Ch. 7 HRS – Ch. 8
12	Mar 30 Apr 1	Future directions for managing human capital Team project workshop	Handouts
13	Apr 6/8	Team project: report submission & presentation	
	<b>Apr 14-24</b>	<b>Final Exam Period</b>	

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## **STUDENT CONDUCT AND ACADEMIC HONESTY**

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### **What is the Disruption of Instructional Activities?**

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### **What is Cheating?**

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### **What is Plagiarism?**

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### **What are the Students’ Responsibilities to Avoid Plagiarism?**

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format [www.okanagan.bc.ca](http://www.okanagan.bc.ca). Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 7<sup>th</sup> edition (2019)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### **What are the Penalties for Plagiarism and Cheating?**

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.