

## **BAX 493. People Analytics**

### Course Overview, Readings, Requirements, and Schedule

#### **Course Overview**

People Analytics explores data-driven approaches to the management of a firm's human resources and the consequences of choices managers make for their ability to attract, motivate, and retain top talent. Our guiding focus will be on the use of data and analytic tools to inform decisions about how to manage people. Students will learn how to effectively position themselves as strategic partners in a company's people management efforts

Over the quarter, we will examine a range of substantive topics related to people analytics, including employee engagement, recruitment and selection, performance, turnover, and diversity. Objectives include:

- understanding the conceptual underpinnings underlying key people-related decisions
- appreciating the range of areas where analytics can be applied to people management
- learning the basics of research design, data collection, and approaches to analyzing workforce data
- gaining sensitivity to privacy and ethical issues involved in the collection and analysis of workforce data

#### **Course Requirements and Grading**

Individual Case Analyses (4)	35%
In-class reflections	10%
Final Exam	35%
Participation	20%

#### **Course materials**

1. Edwards, Martin R, and Kirsten Edwards. *Predictive HR Analytics: Mastering the HR Metric*. 2<sup>nd</sup> edition. Philadelphia: Kogan Page. ISBN-13: 978-0749484446
2. Textpak. (available through Study.net and <https://hbsp.harvard.edu>) Readings with paid copyrights are in the textpak
3. The following linked items are available online or through the UC Davis library. These will need to be accessed from on campus or by using the [library VPN](#)
  - a. Margaret Schweer, Dimitris Assimakopoulos, Rob Cross, and R. Thomas (2012): "[Building a Well-Networked Organization](#)." *Sloan Management Review*, Winter.
  - b. Leonardi and Contractor, [Better People Analytics](#).
  - c. Buckingham and Goodall, [Reinventing Performance Management](#)
  - d. [Dobbin and Kalev, Why Diversity Programs Fail. NO LONGER REQUIRED](#)
  - e. "[Wearable technology started by tracking steps. Soon, it may allow your boss to track your performance](#)," by Peter Holley *The Washington Post*

Your grade will be based on

1. Short responses to the Case Analysis Questions for Sessions 1, 4, 6, and 8, which are together worth **35%** of your grade. Papers cannot exceed 2 double-spaced pages in length. Satisfactory analyses will answer all of the specific case questions asked using relevant details from the case. Written case analyses are due at the beginning of their respective class sessions. These case analyses are individual assignments that you should work on alone.
2. In-class reflections (10% of grade). Each student will submit a short memo at the end of each session. The memo will briefly answer the following questions:
  - a. What is your most important takeaway for the day?
  - b. What is your biggest question raised by today?
3. Final Exam (35% of grade)

The final exam will be a 90 minute exam consisting of multiple choice and short essays. The exam will focus on the theories we learned through the readings and lectures in this course, and your ability to use these to analyze new scenarios in thoughtful ways. You will not be tested on specific details about cases: cases just give you practice in applying theory.
4. Participation. Participation counts for **20%** of your grade, and includes class attendance, informed involvement in class discussions, and small group exercises. Attendance is critical for your learning in the class – if you cannot attend class, make sure to notify me in advance via e-mail. Participation is evaluated seriously: I appreciate timely, relevant, and interesting contributions that are constructive and contribute toward moving the discussion forward.

I use the following scheme to grade student participation in each class:

- 3: Excellent
- 2: Good
- 1: Satisfactory
- 0: Absent with reasonable cause and advance notification;
- 3: Absent without cause

**Notice!** For all written assignments:

1. I do not accept late papers.
2. Please adhere to all page limits, using double spacing (and no fiddling with margins, either!). Any excess material will be ignored.
3. In my evaluations I take into account the quality of writing and presentation, the use of examples, and correctness of spelling and usage in assigning a grade.

**Academic Integrity:** All students who take this course are governed by the Univ. of California's standards of ethical conduct for students. These sections set forth the responsibilities of students and faculty to maintain a spirit of academic honesty and integrity. It is essential that you are aware of this code of conduct and the disciplinary actions that may be taken in the event of a violation. A copy of the Code of Academic Conduct may be found in your student handbook or at <https://ossja.ucdavis.edu/code-academic-conduct>. Further details may be obtained from the GSM Associate Dean or the Office of Judicial Affairs.

## Spring 2020: Class Schedule and Reading Assignments

### Session 1: Introduction to People Analytics

- “Understanding HR Analytics”, Chapter 1 in Predictive HR Analytics,
- “Analysis Strategies”, Ch 3 in Predictive HR Analytics. *note: This chapter provides important background knowledge. My assumption is that much of the material in this chapter is material you have already acquired during this program. However, you should be sure to review this chapter since it provides useful examples of how you would analyze workforce-related data with commonly used statistical models.*
- Case: Agoda: People Analytics and Business Culture.  
Assigned questions.
  1. Describe and analyze Peter Allen’s approach to the HR function’s role at Agoda.
  2. Why does he approach HR in this way at Agoda?
  3. Do you find this approach effective?
  4. What would you recommend as Peter Allen’s next step in implementing HR analytics in his organization?

### Session 2: Engagement

#### Assigned readings:

- “Case study 2: Employee attitude surveys – engagement and workforce perceptions”, Chapter 5 in Predictive HR Analytics
- “Measuring Employee Engagement”, Ryan Fuller, HBR

### Session 3: Recruitment

#### Assigned readings:

- “Case study 5: Recruitment and selection analytics”, Chapter 8 in Predictive HR Analytics
- “Searching for the Best”, Chapter 4 in Work Rules! By Laszlo Bock

### Session 4. Selection

#### Assigned readings:

- “Don’t Trust Your Gut”, Chapter 5 in Work Rules! By Laszlo Bock
- Case: S.G. Cowen: New Recruits

#### Case Analysis Questions:

1. Describe key aspects of recruitment and selection process at S.G. Cowen, including the applicant pool targeted, methods used to locate and encourage the “right kinds” of applicants, and the selection process.
2. What do you find about this approach that is effective?
3. What do you find is ineffective or should be changed?

### Session 5. Turnover – **REVISED – NO TREADWAY CASE READING**

#### Assigned Readings

- “Case study 3: Predicting employee turnover”, Chapter 6 in Predictive HR Analytics

### Session 6: Managing through Social Networks

#### Assigned Readings

- Margaret Schweer, Dimitris Assimakopoulos, Rob Cross, and R. Thomas (2012): “Building a Well-Networked Organization.” *Sloan Management Review*, Winter.
- Leonardi and Contractor, Better People Analytics

- Case: Trustsphere

Case Analysis Questions:

1. Trustsphere has identified 3 initial use cases for People Analytics. What are these?
2. Propose and describe one additional potential service that Trustsphere should offer to clients interested in relational analytics.
3. What are key challenges that you see with adoption of Trustsphere's products?

### Session 7: Employee Performance

Assigned Readings

- “Case study 4: Predicting employee performance”, Chapter 7 in Predictive HR Analytics
- Reinventing Performance Management, Buckingham and Goodall, HBR

### Session 8: Designing HR Policies Using Field Experiments

Assigned Readings

- “Case study 6: Monitoring the impact of interventions”, Chapter 9 in Predictive HR Analytics
- Work rules! Nudge, a lot!
- Case: BeWorks

Case Analysis Questions:

1. What is the luxury cosmetics client's challenge?
2. Why is BeWork's data-driven approach well-suited to address this challenge?
3. Focus on the two alternatives of field testing without randomization versus an online survey. What are the main pros and cons of each method? If you were Le, which method would you choose and why?
4. Describe how you would design and implement the method—what measures/metrics would you focus on and what statistical methods would you use to analyze these?

### Session 9: Managing Diversity in the Workplace **REVISED – NO DOBBIN & KALEV**

**READING**

- “Case study 1: Diversity analytics”, Chapter 4 in Predictive HR Analytics

### Session 10: HR: Practical Considerations

- “Reflection on HR Analytics”, Chapter 12 in Predictive HR Analytics
- “Wearable technology started by tracking steps. Soon, it may allow your boss to track your performance,” by Peter Holley *The Washington Post*

### Final exam.