

HR Metrics

COURSE CODE: BUAD 411**COURSE TITLE:** HR Metrics & Analytics**Calendar Description**

This course discusses the valuation methods and hedging strategies of options, futures, swaps and other financial derivatives. It presents a balance of the institutional details, theoretical foundations, and practical applications.

Prerequisite(s): BUAD 269, BUAD 340 and third-year standing**Co-requisite(s):** None**Prerequisite For:** None**Substitutable Courses:** None**Graduation Requirement:** Elective**Transfer Credit:** None**Special Notes:** None**Credits:** 3**Hours per Week:** 3**Originally Developed:** August 2016**EDCO Approval:****CHAIR'S APPROVAL:**

Learning Outcomes

- Outcome Upon completion of this course students will be able to:
- 1 **Evaluate** the purpose and role of HR metrics & analytics in strategy implementation.
 - 2 **Explain** the advantages of a human capital approach to HR and workforce measurement.
 - 3 **Create** strategy specific HR value chains that link HR deliverables to strategic goals.
 - 4 **Apply** principles of good measurement to develop meaningful HR & workforce measures.
 - 5 **Describe** the technology and tools required to analyze HR and workforce data.
 - 6 **Justify** HR and workforce metrics to decision makers.

Course Objectives

- Objectives This course will cover the following content:
- 1 See the Course Schedule for weekly details

Professors

Name	Phone Number	Office	Email
Roger Wheeler			rwheeler@okanagan.bc.ca

Evaluation Procedure

Term Project (team)	30 %
Term Work (individual)	20 %
Mid-Term Exam	20 %
Final Exam	30 %
Total	100 %

Generative AI tools are not permitted unless explicitly stated otherwise

The use of generative AI tools, including ChatGPT and other similar tools, to complete or support the completion of any form of assignment or assessment in this course is not allowed, unless explicitly stated otherwise by the instructor in this course.

Use of these tools is considered cheating through the use of unauthorized aids (see Academic Integrity Policy section 6.1) and would be considered academic misconduct and have serious consequences, including but not limited to, a grade of zero on the assignment or assessment or a grade of zero in the course.

Required Materials

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

Notes

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

Course Schedule

(Subject to change at the discretion of the professor)

Date		Topic	Textbook
2025 Week	Date	Monday, January 6 th , First day of class Friday, January 17 th , Last day to register for Winter 2025 Friday, January 17 th , Last day to withdraw from class without academic penalty Monday, February 17 th , Statutory Holiday (no classes) Tuesday, February 18 th – Friday, February 21 st , Mid-semester break (no classes) Friday, April 11 th , Last day of classes Friday, April 18 th and Monday, April 21 st – Statutory Holidays (no classes) Tuesday, April 15 th – Tuesday, April 29 th – Final Exam Period	Chapter(s):
1	Jan 6 Jan 8	Intro to HR metrics Human Capital concepts & measurement	
2	Jan 13 Jan 15	Measuring HR value & strategic alignment	WS – Ch. 1 HRS – Ch. 1
3	Jan 20 Jan 22	HR's strategic influence: perspectives & measures Begin Phase 1: Introduction of ABC Case	WS – Ch. 2 HRS – Ch. 2
4	Jan 27 Jan 29	Strategy maps & HR value chains	Handouts
5	Feb 3 Feb 5	Building & linking workforce & HR scorecards	WS – Ch. 3 & 4 HRS – Ch. 3
6	Feb 12 Feb 14	Team project workshop Midterm Exam	ABC Case
--	Feb 17 Feb 19	Family Day & Reading Break – no classes	
7	Feb 24 Feb 26	Guest speaker: Technology & Tools (TBD) Begin Phase 2: Creating Scorecards	Handouts ABC Case
8	Mar 3 Mar 5	The development of meaningful measures Phase 2 Team project workshop	WS – Ch. 5 HRS – Ch. 5
9	Mar 10 Mar 12	HR infrastructure alignment: internal & external Phase 2 Team project workshop	HRS – Ch. 6
10	Mar 17 Mar 19	Implementation: process & shared responsibilities Begin Phase 3: Implementing Workforce Strategy	WS – Ch. 7 HRS – Ch. 8
11	Mar 24 Mar 26	Future directions for managing human capital Phase 3 Team project workshop	Handouts ABC Case
12	Mar 31 Apr 2	Team project: submission & presentations	
13	Apr 8 Apr 10	Exam review No class	Handouts
Apr 15-29		Final Exam Period	

Skills Across the Business Curriculum

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

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. 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, 6th edition (2009)). 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.