

Data Analysis and Decision Making
Course Number: MPHR-703-1
Spring Session
January 13- May 3, 2010

Professor R. Pople
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Course Overview

Students will examine key decisions in HR and the role of data in optimizing decision-making capability. The decisions will range across recruiting, compensation, coaching, and business case linkages. The data and statistical tools covered will include probability, statistical measures, linear regressions, and basic survey methods. The focus of the course is on the practical application of data and visualization approaches to critical HR decisions – and will therefore take an applied rather than theoretical perspective to data analysis.

Course Learning Objectives

At the end of this course, students will be able to:

- Critically analyze the quantitative business impact of a variety of HR decisions
- Analyze and present HR data sets
- Utilize a range of tools for display of data and decision options
- Articulate data requirements for decision making.

Course Requirements:

Students are expected to come to class having read the assigned materials for that class and to be ready to participate in class discussions. Students are strongly encouraged to utilize email and the Internet as resources for information about the class, networking, communication, and research. Supplemental reading material will be assigned during the term.

Required Text

ALBRIGHT, S., WINSTON, W., & ZAPPE, C., DATA ANALYSIS AND DECISION MAKING (3rd ed. 2009).

You must read and comprehend all required reading for each class. Points will be added or deducted based on subject-matter knowledge and participation during each class session.

Quizzes – The professor reserves the right to administer unscheduled quizzes which will be considered part of the class participation grade.

Weekly Schedule and Readings

Date	Area of Focus	Readings/Activities
13-Jan	What decisions do HR analysts enable? Describing Data: Graphs & Tables	Ch 1, Ch2
18-Jan	MLK Holiday	
25-Jan	What data and analytic tools support key HR decisions? What are the challenges to data driven decision making?	Project 1 due, Ch 4
1-Feb	Descriptive Statistics 1: Histograms, Mean, Variance	Ch 3
8-Feb	Descriptive Statistics 2: Random Variables and Distributions	Ch 6,
15-Feb	Presidents Day Holiday	
22-Feb	Application: Performance Assessment & Coaching	Project2 due
1-Mar	Correlation & Linear Regression	Ch 11, Ch 12
8-Mar	Advanced Regression Topics	Ch 12, Ch 13
15-Mar	Application: Compensation	Articles assigned
22-Mar	Probability	Ch 5
29-Mar	Application: Recruiting	Project 3 due
5-Apr	Application: Dashboards & Reporting	Articles assigned
12-Apr	Survey Methods/Statistical Inference	Ch9
19-Apr	Application: Coaching/Retention	Articles assigned
26-Apr	Technologies used for HR analytics -- Needs Identification, Sources, Storage, Protection	Evaluations
3-May	In-class Final	

Grading System

Projects (x Three)	60 points
Final Exam (In-class)	40 points

Grading – Your final grade will be based on a combination of weekly assignments, the mid-term exam, quizzes, class participation, and your final exam. Collaboration will be valued in classroom activities, along with evidence of having completed reading assignments in preparation for class activities and assignments. **Weekly reading assignments and participation go hand-in-hand; it is therefore advised that you read required materials and come to class prepared to engage in substantive discussions. Everyone is expected and required to participate in class.**

Syllabus modification notation: In rare instances, the syllabus might need to be altered, and as the professor, I retain the right to make said changes. In such instances, I will give notice of those changes to the class in a timely manner.

Assignments and grades will be posted on Blackboard. It is students' responsibility to check Blackboard to ensure that they are aware of assignments and other related communication from the professor.

This is the general topical direction in which the course will proceed. However, from time to time, this direction may change as events dictate.

Final grades will be assigned as follows:

A95 - 100%

Clearly stands out as excellent work. An "A" grade work could be used as a model for other students to emulate. Shows excellent grasp of subject matter and conceptual integration. The presentation shows excellent in-depth analytical thinking and an elegantly innovative application. It is very well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

A-90 - 94%

Represents high quality performance. Shows excellent grasp of subject matter and conceptual integration. Shows a high level of thinking, analysis and application. It is very well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

B+87 - 89%

Represents very good work. Shows thorough grasp of subject matter and effective application. Shows good thinking and analysis. It is well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

B 83 - 86 %

Represents satisfactory work. Shows adequate level of thinking and analysis. Standard of presentation, organization and appropriateness of application is adequate. Some level of additional input is provided.

B-82 - 80 %

Work is below graduate level expectations, marginally passing. Presentation is rather general, superficial, or incomplete and not very well written. Indicates minimal level of individual thought or effort with inadequate attempts at application.

C 70 - 79%

Work is clearly unsatisfactory. It is poorly written and presented, shows poor analysis, misses important elements, and lacks any noticeable attempts at application.

F 69% and below

Fails to meet minimum acceptable standards.

Syllabus

This syllabus is subject to modification. Each week listed below includes assigned reading, subject to modification as class needs arise. Readings and preparation listed below need to be completed before class on the date specified.

Required Text

ALBRIGHT, S., WINSTON, W., & ZAPPE, C., DATA ANALYSIS AND DECISION MAKING (3rd ed. 2009).

Attendance

Students are expected to attend all class meetings. I understand that, from time to time, family, personal, and/or work emergencies may arise. In those circumstances, please contact me immediately by email. Any student who misses more than two classes is subject to withdrawal from the course by Dean Metzler and a final grade of "F" in the course.

Late Projects: Except in rare circumstances, late projects are not accepted. In case of an emergency, this rule can be waived with appropriate documentation and cause. Requests for extensions must reach me no later than a week before the project is due.

Incompletes

Incompletes are given in only the most extraordinary circumstances and with appropriate documentation. Where an incomplete is granted, a grade of "N" shall be granted until the work is handed in and, then, the grade shall be changed accordingly. In no case shall work submitted after the announced date (date will be announced in class) be granted an incomplete. The work shall be delivered no later than 4 p.m. on that day. Failure to adhere to this rule will result in an F.

Citation System

Students must use APA style in all papers submitted in the course.

Turnitin.com

Students agree that by taking this course all required papers will be subject to submission for Textual Similarity Review to Turnitin.com for detection of plagiarism. All submitted papers will be added as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of

such papers in the future. Use of the Turnitin.com service is subject to the terms of use agreement posted on the Turnitin.com site.

Students with Disabilities Policy

- Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Some accommodations might include note takers, books on tape, extended time on assignments, and interpreter services among others. Students must obtain an official letter from the Academic Resource Center listing the exact accommodations needed.
- Students with disabilities should contact the Academic Resource Center (ARC) (Leavey Center, Suite 335; 202-687-8354; arc@georgetown.edu; <http://ldss.georgetown.edu/index.cfm>) before the start of classes to allow their office time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

Honor System

All students are expected to follow Georgetown's honor code unconditionally. If you have not done so, please read the honor code material located online at: <http://gervaseprograms.georgetown.edu/honor/system/>

The Honor Pledge

In pursuit of the high ideals and rigorous standards of academic life I commit myself to respect and to uphold the Georgetown University honor system;

To live out a commitment to integrity in all my words and actions;

To be honest in every academic endeavor;

And to conduct myself honorably, as a responsible member of the Georgetown community as we live and work together;

To live out the ideals of Georgetown University, I commit myself to be a person for others in my daily life, respectful of difference and disagreement;

*To care for this venerable campus and all of those with whom I share it;
And to fulfill in all ways the trust placed in me to carry on the Georgetown tradition.*