



University of the Incarnate Word
UIW On-line
Dr. Diana Garza
Associate Professor of Business

I. Logistics

Course: PMBA 6340 Metrics and Measures of HR

Prerequisite:

Term: Summer II, 2016

Professor: Dr. Diana Garza, MBA, Ph.D.

Office Location: Virtual or NE Campus by appt.

Contact Information: dgarzaor@uiwtx.edu

Office Hours: By appt.

II. Overview of the Course

Course Description: This course seeks to introduce students in the field of HR to critical HR metrics generated through data that impacts the organization's bottom line. This course will include analytics: The systematic collection, analysis, and interpretation of data designed to improve decisions about talent and the organization as a whole. Students will be able to take a strategic view of their organization's use of HR data to align with the strategic goals, mission, and vision of an organization.

III. Course Objectives, Outcomes and Assessments

A. Course Outcomes

Upon successful completion of this course, the student should have achieved the following outcomes:

1. Demonstrate an understanding of how to effectively use analytics to support organizational goals and provide decision makers with greater insight into work force related considerations.
2. Demonstrate an understanding of how to align human capital analytics with business and HR strategies.
3. Demonstrate an understanding of how to align HR metrics with HR objectives and initiatives.

B. Course Objectives: Upon successful completion of the course students will be able to:

1. Discuss the factors that have led to increased organizational interest in HR Metrics and workforce analytics.
2. Discuss the limitations of traditional HR Metrics.
3. Discuss metrics and analytics for HR efficiency, operational effectiveness, workforce analytics and the impact to organizations.

C. Course Arrangements/Assessments: Students will participate in extensive online discussions that will require them to understand HR Metrics and measurements and to formulate and defend their positions on those issues. Students will be expected to successfully complete periodic objective tests to

demonstrate their understanding of the vocabulary of the HR Metrics and Measurements. They are also expected to analyze, in writing, extensive hypothetical case(s) based on each unit of instruction.

IV. Course Texts/Supplies/Materials

Business and human capital challenges today and in the future by SHRM

Employee job satisfaction and management: Revitalizing a changing workforce by SHRM

The HR roller coaster ride: Are key HR metrics back to prerecession levels? By SHRM

David, L. V & Ken, O. (2013). *The evolution of employee opinion surveys: The voice of employees as a strategic tool*. Retrieved from SHRM.org

I would recommend purchasing a membership to SHRM.org. If you are a student, you get a reduced rate. There are many valuable resources you can take advantage of.

V. Class Meeting Schedule/Matrix includes the topics, readings, and/or assignments for each week (please note, this schedule is subject to change as term progresses):

Each week you will notice a number in parenthesis. This is the Alternative Learning Equivalencies for this course. It is an expectation for the minimum amount of time (hours) you will spend on each topic each week. Its primary purpose is for accreditation.

Week	Topics	Chapter Readings	Homework Assignments
Week #1 June 27 – July 3	<ul style="list-style-type: none"> Read the article: <i>Business and human capital challenges today and in the future</i> by SHRM 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> Review Article content (1) Review PPT on Metrics that Matter to HR (1) Discussion – Write and post short introduction (1) Post a reply to the weekly discussion question(s) and respond to at minimum ONE other student's response (2) Research Article Summary (2)
Week #2 July 4 - 10	<ul style="list-style-type: none"> Read the article: <i>Business and human capital challenges today and in the future</i> by SHRM 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> Review Article content (1) Post a reply to the weekly discussion question(s) and respond to at minimum ONE other student's response (2) Research Article Summary (2) Begin work on Case Study #1 (3) Case Study Research (1)
Week #3 July 11 - 17	<ul style="list-style-type: none"> Read the article: <i>Business and human capital challenges today and in the future</i> by SHRM 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> Review Article content (1) Discussion: Post reply to question(s) and respond to at minimum ONE other student's response (2) Research Article Summary (2) Case Study Research (1)
Week #4 July 18 - 24	<ul style="list-style-type: none"> Read the article: <i>Business and human capital challenges today and in the future</i> by SHRM 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> Review Article content (1) Discussion (EC): Post reply to question(s) and respond to at least ONE other student's responses (2) Research Article Summary (2) Turn in Case 1 by end of week (submit under weekly folder2)

			<ul style="list-style-type: none"> • Begin work on Case Study #2 (3) • Case Study Research (1)
Week #5 July 25 - 31	<ul style="list-style-type: none"> • Read the article: <i>Employee job satisfaction and management: Revitalizing a changing workforce</i> by SHRM 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> • Review Article content (1) • Discussion: Post reply to question(s) and respond to at minimum ONE other student's response (2) • Research Article Summary (2) • Case Study Research (1)
Week #6 August 1 - 7	<ul style="list-style-type: none"> • Read the article: <i>The HR roller coaster ride: Are key HR metrics back to prerecession levels?</i> By SHRM 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> • Review Article content (1) • Discussion (EC): Post reply to question(s) and respond to at minimum ONE other student's response (2) • Case Study Research (1) • NO Research Article Summary • Turn in Case 2 by end of week (submit under weekly folder 4)
Week #7 August 8 - 14	<ul style="list-style-type: none"> • Read the article: <i>The evolution of employee opinion surveys: The voice of employees as a strategic tool.</i> Retrieved from SHRM.org 	Read article assigned (found under weekly class notes)	<ul style="list-style-type: none"> • Review Article content (1) • Discussion: Post reply to question(s) and respond to at minimum ONE other student's response (2) • Research Article Summary (2)
Week #8 August 15 - 18	FINAL Comprehensive Exam DUE by Thursday of Week 8		<ul style="list-style-type: none"> • Complete and submit Final Comprehensive Essay Exam (1). <p>Final Essay Exam is due by 11:59 pm Central on Thursday of week 8</p> <p>No late work will be accepted.</p>

**Schedule is subject to change at Professor's discretion.

**EC (extra credit)

VI. Grading Activities, Criteria and Guidelines

Discussion Questions	20%	A	93-100
Case Study (2 @ 15% each)	30%	A-	90-92
Research Article Summaries (weekly)	35%	B+	87-89
Final Comprehensive Exam	15%	B	83-86
		B-	80-82
Overall Total	100%	C	70 - 79
		F	69 and below
2 Extra Credit DQ's	5% (2.5% each)		

"A" and "A-" – indicate a superior grasp of the subject matter of the course, initiative and originality in assessing problems and ability to relate knowledge to new situations. "B+" and "B" indicate satisfactory performance in control of the subject matter and ability to apply principles with intelligence. "B-" and "C" indicate less than satisfactory performance, and may disqualify the student for further study.

COURSE DELIVERABLES AND EXPECTATIONS

Research Article Summaries (weekly) (35%)

At the beginning of each week, students will read and summarize a research article. Look under Handouts and links to see "Research Article Summary Guidelines" and submit as an assignment under Weekly Lessons-> **Assessments**. The article can be found under **Weekly Lessons -> Class Notes**.

Case Studies (2 @ 15% each)

Students will be required to analyze case studies and present their interpretation of the case.

For each case, **a series of questions** will need to be analyzed and answered; strong justifications will need to support your answer and/or recommendations.

When analyzing questions for case studies, STRONG emphasis is placed on the application between THEORY and PRACTICE. Case study questions should be cited (within answer) and followed by references (at the end of the answer).

****Case studies can be found under Weekly Lessons -> Week # Assessments.**

Final Exam. Students will be required to complete a final essay exam that will test their knowledge of HR Metrics and Measurements and their application to real world business operations.

Discussion. (See the Discussion Evaluation Rubric)

Discussions will be posted at the beginning of each week. Each student will be expected to **research, read, and share facts and/or their opinions** – depending on the nature of the questions. Please review the Discussion Evaluation Rubric for specific discussion requirements. **Discussion closes for any given week at 2400 CST on Sunday. Discussions are two parts, part 1 is due by Wednesday midnight; part 2 is due by Sunday midnight. DISCUSSIONS CANNOT BE MADE UP AND EXTENSIONS CANNOT BE GRANTED.**

Your discussion remarks reflect your abilities to articulate your thoughts in writing. Be mindful of your **spelling, presentation and organizational skills when writing**. Your discussions and assignments should be done as if they were to be given to your boss for review. An overview of requirements:

- Contribute a minimum of 2 to 4 times per week (this will depend on the number of students in the class). Each post should be approximately FOUR to SIX paragraphs in length (**300 + words**). This must include posts early in the week (Monday-Wednesday), and end of week (Thursday-Sunday) (prior to the last day of the weekly grading period). Please use WEEKLY DUE DATES for posting final notes. This will allow other students to post and respond in reasonable time frames.
- A minimum of 1 – 2 contributions must be 'original' e.g. responses to the direct questions asked as part of the discussion group. The additional responses can either be 'original' or responses as part of discussion to input by others. Obviously 'me to', 'I agree', etc. types of responses don't count toward total input.
- Support your contributions with in-depth analysis, facts and references.
- Provide informative, substantive, and well thought-out input.
- At minimum **2 references must be made available** in the discussion area as part of the original post. At least **1 reference** must be made available for your response to a classmate. **References are different from citations**. References are the number of sources used when researching and analyzing the discussion question. **Citations** are giving the author credit for his/her research. **At minimum 3 citations** from the textbook should be part of your discussion (these are in-text citations used as you develop your answer to the posted questions).
- The textbook must be your **primary source** (reference) used for all deliverables.

- You must **reply** to at minimum **ONE student** following the Discussion Evaluation Rubric. Replying to more students is encouraged, but not required. Your post (response) should be approximately two to five paragraphs in length (**200 + words**).
- An 'original' response (answer to question posted by professor) accounts for approx. 65 - 70% and a response to a classmate accounts for approx. 30 - 35% (points earned are dependent on quality of post). It is IMPORTANT that you post every week, failure to contribute can negatively impact your course grade. If you only post a response, you will only earn points for the response. If you only post an answer to the DQ, you will only receive points for that post.
- Use appropriate language and Netiquette.
- Use examples as appropriate.
- **DO NOT CUT AND PASTE** without analyzing the information you researched. This does not constitute a discussion post and will receive 0 credit, and other possible university consequences.

****Students are cautioned that the proper use of grammar, spelling, sentence structure, and citation format (APA), and the use of APA formatting will be a significant part of the evaluation process in ALL deliverables.**

Discussion does not mean answering the question without analyzing the information. Analysis is a detailed examination of a topic, it is the process of separating something into different parts and analyzing each of the parts; it involves investigation, study, scrutiny, exploration, and interpretation.

Discussion is a large percentage of your final grade; failure to respond to discussions WILL have a serious impact on your grade and success of passing the course. Discussion closes for any given week at midnight Central on Sunday of each week. Late responses (not posted as scheduled) will NOT RECEIVE CREDIT.

Partial answers will earn you partial credit.

DISCUSSIONS CANNOT BE MADE UP AND EXTENSIONS CANNOT BE GRANTED.

****NO LATE WORK WILL BE ACCEPTED, PLEASE BE COGNIZANT OF YOUR TIME ZONE AND SITUATION AND SUBMIT DELIVERABLES ALLOWING YOURSELF PLENTY OF TIME TO SUBMIT WHILE TAKING INTO CONSIDERATION THAT TECHNOLOGY OR OTHER FACTORS MAY PREVENT YOUR ON-TIME DELIVERY OF ASSIGNMENTS.**

If I agree that materials can be submitted late (after reviewing your case), a 20% penalty will be imposed - prior to grading. Materials submitted after a 'due' date with no notification and agreement will be assigned a grade of zero (0).

Study Objectives/Expectations. The approach in this course is based on textbook study, homework assignments, and meeting cooperative learning requirements. Learning objectives are spelled-out at the beginning of each weekly lesson/tutorial, in the form of questions and case studies. The important thing is that you work along with the book for your own benefit - not just because they might be collected for grading purpose.

Regular participation is required in the form of discussion participation and weekly requirements. **Make sure to read the Discussion Grading and Assignments Evaluation Rubric to understand grading expectations.**

On line courses are not self-paced, nor are they open-ended. There is a beginning and ending date for each course with assigned deadlines for homework, reading, quizzes, and/or on-line discussion. This on-line class will be taught in a somewhat informal lecture and discussion format. All of the discussion and person-to-person contact will be done through Blackboard to maintain the integrity of the learning process. Questions or comments regarding grades or other personal matters should be sent directly to the professor.

This course is eight weeks long. You will do most of your work off-line, but you will be expected to access the website a minimum of five out of the seven days per week to submit work, retrieve assignments, read lectures, and participate in posted group discussion. This participation is critical to your successful completion of this class and will have a major bearing on your final grade. Be clear that this does not mean you will not pass the course if you are on less than five days but it makes it more difficult for you to complete the course because you will spend more time on course work when you log into Blackboard less often.

The due date for all homework/discussions is each Sunday by midnight CST, with the exception of week 8 where assignments are to be turned in by a **designated due date**. All homework must be turned in by the designated due date. If you foresee a problem, or have trouble with an assignment, need help, etc., notify me as soon as possible **before the deadline**. If you encounter any other problems with meeting a given deadline, contact me and I will evaluate your situation on an individual basis.

Plagiarism

The strength of UIW and its students depends on academic and personal integrity. In this course, you will need to exercise honesty, character, and integrity in your research and writing.

Plagiarism is the use of someone else's work, words, or ideas and passing them as your own, this includes cutting and pasting from electronic sources, or copying word-for-word from other sources. Plagiarism applies not only to written material, BUT also to on-line discussion forums.

Plagiarism has consequences. Reasons why you should NOT plagiarize:

- 1. You will NOT learn anything by using the work of someone else; this is a detriment to your intellectual and moral development.**
- 2. Exercising honesty and giving other's credit for THEIR work will earn you higher grades and you will learn and grow as an intellectual by analyzing and properly using the scholarly research of others.**
- 3. Finally, at UIW plagiarism is punishable by either lowered or failing grades, or expulsion from the university.**

It is YOUR responsibility as a student to further research what plagiarism is and AVOID it.

VII. Participation, Punctuality and Attendance: Requirements and Expectations

Attendance: Abide by the UIW Attendance Policy as stated in the Catalog, page 92

(<http://uiw.edu/registrar/documents/uiw-ug-catalog-2013-2015--final-published-printed-version.pdf>)

- Participation in Virtual courses is expected three out of seven separate days.
- Participation in Hybrid courses is expected in class, and 1 out of seven separate days.
- Eating and Smoking: NOT ALLOWED in class
- Talking and Messaging using mobile devices: NOT ALLOWED in class
- Copies of homework, tests, exams, and e-mail communication: Save for your records
- Assignments and homework with due dates: Expected to be turned-in on time

This class is highly participative. The class instruction is collaborative. As a result, the benefit of this type of instruction and interaction with your peers is available only if you are present and ready to participate.

Regular attendance (or on-line interaction) is essential for success in this class. Classes will start on time and you should arrive (log-in) promptly and prepared to participate fully for the entirety of the class

For ADCAP ONLY: Advance notice of absence should be discussed with the instructor. In the event you should miss a class you are responsible for the material and assignments covered during your absence.

VIII. Academic Honesty Statement

(<http://uiw.edu/registrar/documents/uiw-ug-catalog-2013-2015--final-published-printed-version.pdf> , page 99)

University of the Incarnate Word is strongly committed to the nurturing of academic excellence. The University expects its students to pursue and maintain truth, honesty, and personal integrity in their academic work. Academic dishonesty, in any form, constitutes a serious threat to the freedoms, which define an academic community. The following definitions and guidelines have therefore been established to secure the maintenance of academic integrity at Incarnate Word. Forms of academic dishonesty include, but are not limited to:

- Cheating on tests, examinations, or other class or laboratory work.
- Plagiarism (appropriation of another's work and the unacknowledged incorporation of that work in one's own written work offered for credit).
- Counterfeit Work – including turning in as one's own, work which was created, researched, or produced by someone else.
- Falsification of Academic Records – knowingly and improperly changing grades on transcripts, grade sheets, electronic data sheets, class reports, projects, or other academically related documents.
- Unauthorized Reuse of Work – the turning in of the same work to more than one class without consent of the instructor involved constitutes academic dishonesty.
- Theft – unauthorized use or circulation of tests or answer sheets specifically prepared for a given course and as yet not used or publicly released by the instructor of a course, or theft of completed tests.
- Collusion – Involvement in Collusion -unauthorized collaboration with another to violate a provision of the Code of Academic Integrity.
- Facilitating Academic Dishonesty – intentionally or knowingly helping or attempting to help another to violate a provision of the Academic Integrity Policy of the University.

IX. Student Disabilities Statement

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act – Subpart E and Title III of the Americans with Disabilities Act (ADA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities.

For more information, contact:

Student Disability Services
Administration Building, Suite 105
Ph. (210) 829-3997
Fax (210) 829-6078
Website: <http://www.uiw.edu/ada/>

X. IMPORTANT DROP COURSE INFORMATION

It is the student's responsibility to drop their course within the 100% refund period to avoid assessment of tuition and fees. There will **not** be a university-initiated drop for non-participation. If you do not plan to attend, you must drop your courses **by Friday at 5 p.m.(CST) of the first week** of the term to be within the 100% refund period.

To request to drop from an Online class, students must visit <http://online.uiw.edu/course-drop-form>.

A \$50 administrative fee is applied for all drops from courses offered through the UIW Online. ARMY Students must drop their course(s) through GoArmyEd and the drop fee will be waived.

*****This syllabus is a guideline for the course and not a contract. As such, its terms may be altered. This will be done at the discretion of the professor, and in the best interest of the class.**

