Instructor Information
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Virtual Office Hours: online by appointment

Instructional Assistant
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Virtual Office Hours: online by appointment

Course Description
People analytics is the application of a methodology and integrated process for improving the quality of
people-related decisions in order to enhance individual and organizational performance. Organizations
require efficient human resources (HR) data analytics to make strategic business decisions. In this
course, you will gain insight into uses of people analytics, why it is important and how you can use people
analytics to add value to your organization. This course is intended to help students develop one of the
most important analytic skills: to be able to present data effectively to communicate your results and
recommendations to decision makers. This course is designed for managers, HR generalists, specialists
and other professionals who need to inform decisions using HR data.

Course Learning Objectives
By the end of this course, you will be able to:
- Explain the strategic role of HR in supporting the objectives of the organization.
- Discuss the environment and context in which HR operates and the influences that environmental
  factors have on effective HRM.
- Critique various components of HRM systems and processes.
- Analyze HRM problems and devise appropriate solutions.
- Apply core concepts, principles, practices and models used in a data driven approach to managing
  people in organizations.
- Describe how basic components of human capital and talent management are informed by people
  analytics.
- Compare data used by leadership to make decisions in organizations.
- Evaluate types of data systems used by HR (comparing and contrasting the benefits and
  challenges of the different systems).
- Define the historical role of people analytics and future trends.

Prerequisites

Technological
As a student in an online course, you need to ensure that you have the required technology and skills
necessary to fully participate. The following document outlines the minimum technology requirements for
all online students at GW: GW Technology Requirements

You should also be able to:
- Use a digital camera or scanner
- Use your computer to upload recordings and images to your computer
• Be open to learning and registering for new technologies
• Be flexible when technological glitches happen (which is a given)
• Seek technological help when necessary by contacting the Division of Information Technology

If you have any problems with the software in this course, please reference the Help link in the left navigation menu in our course on Blackboard.

Textbooks & Materials

Required Textbook:
• See Blackboard weekly modules for additional readings.
• Advanced People Analytics HBR Coursepack: Click this HBR Coursepack link to access the Coursepack which contains 3/5 case studies we will use for this course.
• Register first, then pay with your credit card and download all files at the same time.

Online Credit Hour Policy
Over these 15 weeks, you will spend 2 hours (100 minutes) per week engaged in a combination of recorded video lectures and live synchronous sessions, and 1 hour (50 minutes) per week in participating in the weekly discussion exercises (37.5 hours for the semester). Homework and other independent work (e.g. readings, course papers, etc.) is estimated at around 300 minutes per week (75 hours for the semester) and includes a 3-hour final exam for which approximately 10 hours of review is assumed.

Methods of Instruction
This course uses the following methods of instruction:

• Lecture Overview Videos: Professor Washington has prepared a short video introducing the core concepts for each unit. Each unit is comprised of 2-3 weekly modules.
• Supplemental Media: Required videos that Professor Washington has selected to give additional insight into topics explored in selected modules.
• Individual Case Analyses (5): Readings: You will be required to read the designated text and articles prior to the chat sessions every week.
  • Formal written case analyses are required.
  • Each case will entail a 5-7 page maximum, outlined analysis and recommendations for the firm or organization that is the object of the case.
  • Students will respond to specific analysis questions developed by Dr. Washington to guide the written work.
• Discussion: You will be required to lead an asynchronous discussion week using VoiceThread. This discussion will be facilitated by your Group.
• Group Project: You will work collaboratively on an assigned team of 5-6 class members to complete your Group Project. Group presentations will take place during designated Synchronous Sessions in Weeks 12, 13 & 14.
• Current events article summaries (3): You are required to locate three current events articles that focus on people analytics and write a 500 word summary. You are required to submit that summary via Blackboard and post it to our course Tumblr page.
• Midterm Exam: A short essay exam. You will respond to 5 essay questions from a choice of topics.
Grading
This course uses the following grading schema.

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Total Percent of Final Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>APA Debate/ Discussion &amp; Participation (Preparation, Quality of discussion,</td>
<td>20%</td>
</tr>
<tr>
<td>Discussion materials, Participation in Discussions, Discussion reflection</td>
<td></td>
</tr>
<tr>
<td>essay)</td>
<td></td>
</tr>
<tr>
<td>Case Analyses Reports</td>
<td>25%</td>
</tr>
<tr>
<td>Current Events Article Summaries</td>
<td>15%</td>
</tr>
<tr>
<td>Group Project (Proposal, Analysis, Evaluation, Participation)</td>
<td>25%</td>
</tr>
<tr>
<td>Midterm</td>
<td>15%</td>
</tr>
</tbody>
</table>

Total Percent: 100%

The grading scale below determines your final letter grade.

- 100 – 95: A
- 94 – 91: A-
- 90 – 88: B+
- 87 – 85: B
- 84 – 81: B-
- 80 – 78: C+
- 77 – 75: C
- 74 – 71: C-
- 70 – 68: D+
- 67 – 65: D
- 64 – 62: D-
- 61 – 0: F

Instructor Response Time
Professor Washington or TA Jackie Ferree will respond to emails within 24 hours on weekdays and on the next business day over weekends and holidays. We will return assignments within one week.

Late Work
Late work will be evaluated on a case by case basis. Email Professor Washington directly for an appointment to discuss your situation.

Netiquette
Please observe the following rules of netiquette for communicating online:

- Remain professional, respectful, and courteous at all times.
- Remember that a real human being wrote each post and will read what you write in response. It is easy to misinterpret discussion posts. Let's give the benefit of the doubt.
- If you have a strong opinion on a topic, it is acceptable to express it as long as it is not phrased as an attack. Please be gracious with differing opinions.
- When upset, wait a day or two prior to posting. Messages posted (or emailed) in anger are often regretted later.
- Proofread and use the spell check tool when you type a post. It makes the post easier to read and helps your readers understand what you are saying.
- I reserve the right to delete any post that is deemed inappropriate for the discussion forum, blog, or wiki without prior notification to the student. This includes any post containing language that is offensive, rude, profane, racist, or hateful. Posts that are seriously off-topic or serve no purpose other than to vent frustration will also be removed.

Academic Integrity
Please review GW's policy on academic integrity, located at [http://studentconduct.gwu.edu/](http://studentconduct.gwu.edu/). All graded work must be completed in accordance with the George Washington University Code of Academic Integrity.
Support Services
If you need disability accommodations, please register with Disability Support Services (DSS) at disabilitysupport.gwu.edu/registration. If you have questions about disability accommodations, contact DSS at 202-994-8250 or dss@gwu.edu or visit them in person in Rome Hall, Suite 102.