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Zero Textbook Cost Syllabus for MGT 4475 (Human Resources Metrics)

Soniya Dsouza

CUNY Bernard M Baruch College

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MGT 4475 – NET1 (Online) – Human Resources (HR) Metrics

Instructor	Ms. Soniya A. Dsouza
Baruch Email	
Personal Email	
Office Hours	<ul style="list-style-type: none"> - Online (via Blackboard Collaborate Ultra) by appointment only - Clarifications may be sought via e-mail any day of the week. - Please allow at least 24-48 hours to respond to emails. - Please refer to email etiquettes on page 3 of the Syllabus so I can respond faster

COURSE SYLLABUS

Course Description:

The primary focus of this course is to introduce quantitative aspects of various HR functions. This course is designed for those who wish to learn key metrics used in the Human Resources Management field and understand how they impact the business decision making process. The course will provide an overview of HR Metrics and introduce various HR metrics such as time-to-hire, vacancy rate, attrition rate, etc. by using spreadsheets to enrich the learning experience. With various metrics demonstrated using spreadsheets, students will learn how spreadsheets can be created and used for data analysis and interpretation for effective business decisions. Students will also be encouraged to work in teams to demonstrate their understanding of the metrics in an ongoing basis.

Pre-requisite: MGT 4400 – Human Resources Management

Learning Goals:

This course develops the following learning goals:

- Gain conceptual understanding of HR Metrics
- Compute HR Metrics to analyze & interpret results
- Explain the role of HR function in strategic and ethical business decision making
- Gain hands-on experience working on HR Data in Microsoft Excel
- Identify ethical issues attached to HR data use

Please refer to last two pages of the syllabus on how the learning goals will be achieved.



Special Needs (Office of Services for Students with Disabilities):

In accordance with Section 504 of the Rehabilitation Act of 1973 and the policy of the City University of New York, we are committed to accommodating all students with special needs. This will ensure that the results of course examinations represent the student's achievement in the course, rather than reflect the student's handicap.

Step 1:

Students with special needs are required to submit a "**Test/Course Accommodations Form**" at the beginning of the semester. Specific information and procedures can be obtained from the **Office of Services for Students with Disabilities**, Newman Vertical Campus (NVC) - B2-271.

Step 2:

Once your special needs are approved by the Office of Services for Students with Disabilities, please email me a copy of the Special needs requirements, and request acknowledgement of the receipt of your email from me, to ensure I have received your approved request/form.

Subject Line: MGT 4475 - SPECIAL NEEDS ACCOMMODATION

Academic Integrity:

The Department of Management fully supports Baruch College's policy on Academic Honesty, which states, in part: "*Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned.*"

Academic sanctions in this class will range from an F on the assignment to an F in this course. A report of suspected academic dishonesty will be sent to the Office of the Dean of Students. Additional information and definitions can be found at: http://www.baruch.cuny.edu/academic/academic_honesty.html

Communication:

Blackboard Announcements: Please be sure to check Blackboard and your Baruch College email address regularly for any announcements pertaining to the course. The announcements will be sent to the email address specified on your Blackboard profile. Please make sure your email address is correctly spelt on Blackboard.

Junk/Spam Folders: Please make sure to check your Junk/Spam folders for emails. At times, due to your email settings, emails may be go to your Junk/Spam folders instead of your INBOX. This issue must be fixed either on your own or seek help from **Baruch Computing and Technology Center (BCTC)**, currently located at **151 East 25th Street (Library Building), 6th Floor. Phone: (646)-312-1010.**

Email Etiquettes:

- All emails to your instructor must follow a professional and respectful tone.
- **Subject Line** of the emails must always be in the following format:
MGT 4475 – Topic of email.

Some examples include:

For emails regarding Office Hour	MGT 4475 : Office Hour Request
For clarification about the assignments	MGT 4475 : Assignment 1 Clarification
For clarification regarding the grades	MGT 4475 : Mid-Term Grades Clarification
For clarification regarding discussions	MGT 4475 : Threaded Discussion 1
For clarification regarding Project Work	MGT 4475 : Project Work Guidance

Any email that does not follow aforesaid protocol may either cause delay or not receive a reply from me.

My Baruch Email address:

My personal email address:

Note: Emails will only be used to communicate, NOT to submit items for grading.

Textbook:

Due to the dynamic nature of the course, there is no one textbook that will fulfill the needs of this course. Therefore, we will make use Library databases available to Baruch students for course content.

<http://guides.newman.baruch.cuny.edu/databases>

Optional HR Metrics Textbooks to enhance your knowledge:

- **Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset**, Author: Gene Pease, Boyce Byerly, Jac Fitz-enz, ISBN: 1118506995, 9781118506998, Publisher: John Wiley & Sons, 2012
- **Business Analytics: Practical Guidelines for Best Practice**, Author: Evan Stubbs, ISBN: 978-1-11837056-8
- **HR Scorecard**, Author: Brian Becker, Mark Huselid, Dave Ulrich, ISBN: 978-1578511365

Optional Microsoft Excel 2013 Textbook

Parsons, Oja, Ageloff, Carey - New Perspectives on Microsoft Office Excel 2013 Comprehensive, Cambridge, MA: Course Technology Inc. ISBN-13: 978-1285169330

Other Materials:

Software/Application:

- This course uses Microsoft Office Excel 2013 (for Windows), Microsoft Word and Adobe Acrobat Reader.
- You can borrow a laptop from Baruch's Library with above mentioned applications installed. More information about the laptop loan program is available at: <http://newman.baruch.cuny.edu/services/pclaptops.html>
- You can also download Adobe Acrobat Reader from <http://www.baruch.cuny.edu/bctc/software/index.html>

Course Methodology:

This course will use an ONLINE mode of instruction. This will include (but not limited to) the following:

- Online threaded discussions
- Online Lecture videos
- Online office hours
- Online submissions of your work including assignments, exams, project, etc.

Baruch Computing and Technology Center (BCTC) has User-guides on several concepts including discussion boards, Blackboard Collaborate Ultra, how to submit your work, etc. Please review them beforehand.

User Guides: <http://www2.cuny.edu/about/administration/offices/cis/core-functions/cuny-blackboard/user-guides/>

Help with Technology:

Should you encounter difficulties with any of the online component (including emails), you must contact BCTC helpdesk immediately for help via email/phone and track the progress until resolved.

BCTC is currently located at **151 East 25th Street (Library Building), 6th Floor**

Phone:1-646-312-1010

Email:helpdesk@baruch.cuny.edu

Website: <http://www.baruch.cuny.edu/bctc/blackboard> (for updated contact info)

Grading Protocol:

Attendance-Participation	20%
Assignments	20%
Term Paper	20%
Exam 1	15%
Exam 2 (Cumulative)	25%

***Make-up Exam and re-takes:** All students must take the exam on the scheduled date. There are **no** make-up exams without a **documented**, verifiable medical excusal or emergency excusal on the day of the exam.

Grading Rubric: <http://www.baruch.cuny.edu/advisement/grades-and-gpa.html>

Extra Credit:

There is **NO extra credit** work for this course. Students are encouraged to keep up with the coursework, prepare well for all the course deliverables and excel in this course. If you have difficulty understanding concepts, please contact your instructor for conceptual clarity immediately.

Attendance-Participation:

Participation on the online threaded discussions will count toward your attendance and participation. There are 4 graded discussions (including self-introduction). Each discussion is worth 5 points. The discussion thread window will be open for a week. Grades will depend on students' timing of posts/reply, frequency of participation, quality of posts, originality of thoughts, response to other's post, etc. Do not use and cite Wikipedia. Specific instructions about these elements will be made available on the **Discussion Board** at appropriate time. Please refer to course schedule provided in the syllabus. Students must also check Blackboard for graded discussion topics.

Assignments (Individual):

There are 2 graded assignments each worth 10 points. Students will work individually on the assignments and submit it via Blackboard before the due date. This is **not** a group assignment. All assignments must be submitted to Blackboard on or before the due date. Late submissions will not be accepted or graded. Please refer to the **ASSIGNMENTS** menu item on Blackboard for further details. Please read the policy on Academic Integrity as any dishonest conduct will result in a zero score in the Assignments.

Term-Paper:

Students will work individually on a term-paper. Term paper constitutes 20 points. Topics will be provided well in advance so students can begin working on it, early on in the semester. More information will be made available on Blackboard under **TERM-PAPER** menu.

Exams:

There are two exams – Exam 1 and Exam 2. There is no Final Exam.

Exam 1 constitutes 15 points

Exam 2 constitutes 25 points (Cumulative)

More information will be made available on Blackboard under **EXAMS** menu item as the Semester progresses. Please read the policy on Academic Integrity as any dishonest conduct will result in a zero score in the exam.

Course Data Files

All the data files (before and after class files, assignment files, PDFs, etc.) will be made available on Blackboard.

Tentative Schedule:

From	To	Description	Deliverables
25-Aug	2-Sep	Syllabus Review and Introduction to HR Metrics	Student Introductions & Syllabus Acknowledgment
3-Sep	9-Sep	Conceptual Understanding of Workforce Metrics	
10-Sep	16-Sep	Spreadsheet Application of Workforce Metrics	Online Discussion Thread 1
17-Sep	23-Sep	Conceptual Understanding of Vacancy Metrics	
24-Sep	30-Sep	Spreadsheet Application of Vacancy Metrics	Assignment 1 Due
1-Oct	7-Oct	Conceptual Understanding of Recruitment Metrics	
8-Oct	14-Oct	Exam 1 Preparation Week	Exam 1 on Oct 14th
15-Oct	21-Oct	Spreadsheet Application of Recruitment Metrics	
22-Oct	28-Oct	Conceptual Understanding of Benefits Metrics	Online Discussion Thread 2
29-Oct	4-Nov	Spreadsheet Application of Benefits Metrics	
5-Nov	11-Nov	Compensation Metrics	Assignment 2 Due
12-Nov	18-Nov	Conceptual Understanding of Separation Metrics	Online Discussion Thread 3
19-Nov	25-Nov	Spreadsheet Application of Separation Metrics	
26-Nov	2-Dec	Term Paper Preparation	
3-Dec	13-Dec	Exam 2 Preparation Week	Exam 2 on Dec 10th Term Paper Due on Dec 12th

Note: This is a tentative schedule of topics and lectures. Changes may occur as the semester progresses depending on the pace of the students and current events.

FINAL EXAM: There is no Final Exam for this course.

**** HAPPY LEARNING ****

LEARNING CHART & COURSE MAPPING

BBA Learning Goals	Significant Part of Course	Moderate Part of Course	Minimal Part of Course	Not Part of Course
Analytical Skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological Skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication Skills: Oral	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication Skills: Written	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civic Awareness and Ethical Decision-Making	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Global Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

The following table describes how various course components are mapped to each of the course learning goals and overall BBA learning goals.

Assignments	Course Learning Goals	BBA Learning Goals
<p>Online Discussion Threads: Students are presented with questions related to theoretical and computational aspect of HR Metrics, and situations which calls for ethical decision making that they are expected to discuss with their fellow classmates in a respectful (sensitive to the presence of multi-cultural participants) and persuasive manner.</p>	<ul style="list-style-type: none"> • Gain conceptual understanding of HR Metrics • Compute HR Metrics to analyze & interpret results • Explain the role of HR function in Strategic and Ethical business decision making 	<ul style="list-style-type: none"> • Analytical • Written Communication • Civic Awareness & Ethical Decision-Making • Global Awareness
<p>Lectures: Students are introduced to several HR Metrics with examples on how to compute them, and use spreadsheet applications to gain real-world experience and practical knowledge of working on HR data. Students learn how decisions are made for process improvements based on the facts and historical trends. Understand the importance of data accuracy, completeness and validation for ethical decision making by embracing the possibility of outliers and margin of error on data.</p>	<ul style="list-style-type: none"> • Gain conceptual understanding of HR Metrics • Compute HR Metrics to analyze & interpret results • Role of HR function in Strategic and Ethical business decision making • Gain hands-on experience working on HR Data in Microsoft Excel • Identify ethical issues attached to HR data use 	<ul style="list-style-type: none"> • Analytical • Technological • Civic Awareness & Ethical Decision-Making • Global Awareness • Oral Communication
<p>Term Paper: Students will be presented with challenging and critical topics in HR Metrics. They are required to think outside the box, read on the scholarly articles related to the topic, engage/interact with experts in the field and prepare a compelling term paper.</p>	<ul style="list-style-type: none"> • Compute HR Metrics to analyze & interpret results • Gain hands-on experience working on HR Data in Microsoft Excel 	<ul style="list-style-type: none"> • Written Communication • Technological • Analytical • Oral Communication

<p>Assignments: Students will work on HR Data and/or create reports using Microsoft Excel and demonstrate their understanding of concepts such as Pivot Tables, Charts, Functions, etc.</p>	<ul style="list-style-type: none"> • Gain hands-on experience working on HR Data in Microsoft Excel • Compute HR Metrics to analyze & interpret results 	<ul style="list-style-type: none"> • Technological • Written Communication • Analytical
<p>Exams: Students will be presented with an opportunity to demonstrate their understanding of the concepts learned. This will be focused on the HR Metrics concepts learned and use of Spreadsheet Applications on HR Data.</p>	<ul style="list-style-type: none"> • Compute HR Metrics to analyze & interpret results • Explain the role of HR function in Strategic and Ethical business decision making • Gain hands-on experience working on HR Data in Microsoft Excel 	<ul style="list-style-type: none"> • Analytical • Written communication • Technological • Civic Awareness & Ethical Decision-Making