

**University of Basel**  
**Faculty of Business and Economics**



**62657-01 - Colloquium: Human Resource Analytics (3 CP)**

Fall Semester 2024

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## **Course Description**

HR analytics – the analysis of HR-related data – has the potential to improve central decision making processes in organizations. Whether in the recruitment process, in performance assessments or to understand why certain employees think about leaving an organization, increasingly, the gut instinct is being replaced by data-driven decision-making processes. In this course, possible opportunities of HR analytics will be addressed, as well as aspects that must be taken into account in order to realize these. Also, common difficulties and limitations of HR analytics will be discussed.

This course will consist of input lectures, group discussions as well as practical project work.

## **Learning Objectives**

- Obtaining an overview of how the use of data can improve how people are managed along the employee lifecycle
- Learning about what needs to be considered when carrying out an HR analytics project
- Application of the acquired knowledge and development of relevant recommendations for action within the scope of a group project

## **Module Readings**

Course materials are listed in the bibliography at the end of each slide set which will be made available on ADAM.

## **Course Application**

1. The number of participants is limited to 21.
2. If you are interested in participating, please send an e-mail to Julia Starzetz (julia.starzetz@unibas.ch) by September 16th, 2024, 11 am. Please indicate: (1) your name, study major, number of semesters and matriculation number, (2) your knowledge in human resource management, business analytics and/or related fields, (3) why are you interested in participating (short motivation statement). This information helps us to assign you into groups.

Please make sure that you are registered for the fall semester and have paid the semester fees before you register for this course.

Eucor-Students and mobility students of other Swiss Universities or the FHNW first have to register at the University of Basel BEFORE the enrolment deadline and receive their login data by post (e-mail address of the University of Basel). Processing time up to a week! Detailed information can be found here: <https://www.unibas.ch/de/Studium/Mobilitaet.html>

After successful registration you have access to the enrolment link.

3. You will then be notified if you have been admitted to the course.
4. A deregistration is not possible.
5. Your registration will be entered in your Online Services only after the official deadline of the course registration period, i.e. after October 14, 2024.
6. The following applies to everyone: enrollment = registration for the exam/assignment! In case of non-participation after registration it will be noted as "nicht erschienen" in the transcript.

## **Assessment Details**

The assessment is divided into three parts:

- Case Study Presentation (30%)
- HR Analytics Project Proposal (60%)
- Classroom Participation (10%)

The first two parts are carried out in the assigned groups and are evaluated with a group grade.

### **Assignment Part I: Case Study Presentation**

In this assignment, you are asked to present a case study in front of the class and respond to questions from the audience. The first part is to present the case/paper in a neutral, value-free manner, whereas, in the second part, you are supposed to discuss the topic critically, to examine it from different perspectives and to embed it in the contents discussed in the lectures so far.

The presentation should have a duration of approximately 20 minutes and all group members should participate actively. You can freely choose a presentation medium. In addition to the material provided, you should also conduct your own research about the topic. One week before each presentation, the group should contact me at the end of the lecture, so that I can give hints on what to look for in the specific case.

### **Assignment Part II: HR Analytics Project Proposal**

#### **Background:**

A company would like to carry out an HR Analytics project, but does not have the expertise to do so internally. Before the company decides on an organization that would accompany such a project, it requests project proposals from several consulting firms.

#### **Your task:**

In this assignment, you take on the role of a consulting firm that specializes in HR Analytics projects. Based on the company's guidelines, you create a project proposal in which you give an overview of what this project would look like. You can choose the company and the type of HR Analytics project yourself. Make sure to find evidence that it could be relevant to carry out such a project for the company. Also, do not be too vague with the selection of the specific project!

#### **Company's guidelines:**

The project proposal should include answers to the following questions:

#### **CREATING THE BUSINESS CASE**

- What is the status quo of the company and why is it important to conduct the HR Analytics project?
- What is the exact problem that should be addressed? Why is it relevant?
- What are main findings from literature and/or results from other companies which have addressed a similar problem?
- What hypotheses can be derived from this and how can this be justified?

## PROJECT PLANNING

- Which KPIs/metrics should be considered? Please explain how these are measured and reasons for choosing them.
- What kind of data will you need? Do you need to collect new data? How will you proceed with the data collection?
- Which methods are you going to use? Please justify the research methods and their fit to the problem addressed.
- Which stakeholders are key to your project? What do you need from them? How does your project benefit them?
- Please prepare a draft project plan for your project. What are the goals? What are the deadlines and milestones? Please also provide your first considerations regarding effort and time for the execution of the project.
- What risks do you identify in your project? How do you evaluate their severity and likelihood? How do you plan to mitigate them?
- What ethical issues do you identify in your project? How do you want to go about them?

## RECOMMENDATIONS

- Provide 3-5 recommendations depending on the findings. You do not have findings yet, so make assumptions. What changes do you suggest and why? How do you implement changes? What are potential benefits and what potential risks and costs?
- Development of an example dashboard.

### Formal requirements:

The project proposal should be submitted as a PPT presentation (converted to a PDF document for submission). Please create concise, self-explanatory slides in a well-structured format. Keep in mind that you want to convince the company to work with you, which can be achieved through a professional presentation. The slides will not be explained verbally, so more text may be included than on standard presentation slides, but make sure it is still clearly arranged. It is recommended to use graphical elements. The project proposal should include a total of 30-40 slides.

### Timeline:

In the lectures from November 15<sup>th</sup> onwards, we will discuss the contents relevant for the project proposals. In these lectures, you will also get time to work on the proposals in your groups and ask questions.

By **November 20<sup>th</sup> 6 pm**, you are supposed to choose a company and a specific project you want to work on. Please hand in a short description of your project including a rationale why it might be interesting to conduct such a project for the specific company (2-3 slides in total). On November 22<sup>nd</sup>, I will provide you with feedback on the specific project ideas and its feasibility.

The submission deadline for the final project proposal is **December 20<sup>th</sup> 4 pm**. By this time, please send your project proposal as a PDF document to [julia.starzetz@unibas.ch](mailto:julia.starzetz@unibas.ch).

## Course Schedule

No.	Date	Topic	Presentation/Task
1	20.09.2024	1) Introduction	
2	27.09.2024	2) HR Analytics along the employee lifecycle – <b>Hiring</b>	<b>Group 1:</b> Hiring at Google – “Don’t Trust Your Gut”
3	04.10.2024	2) HR Analytics along the employee lifecycle – <b>Onboarding and Development</b>	<b>Group 2:</b> Project Oxygen – “Do managers matter?”
4	11.10.2024	2) HR Analytics along the employee lifecycle – <b>Performance Management</b>	<b>Group 3:</b> Humanyze – “HR Analytics software”
5	18.10.2024	2) HR Analytics along the employee lifecycle – <b>Retention and Attrition</b>	<b>Group 4:</b> IBM – “HR Analytics Employee Attrition & Performance”
6	25.10.2024	3) Managing HR Analytics projects – <b>Law and Ethics</b>	<b>Group 5:</b> Recruiting at Amazon – “Bias against women”
7	01.11.2024	3) Managing HR Analytics projects – <b>Culture and Strategy</b>	<b>Group 6:</b> The Moneyball Story – “Radical HRM Innovation and Competitive Advantage”
8	08.11.2024	3) Managing HR Analytics projects – <b>The Future of HR Analytics: Opportunities, Barriers and Limitations</b>	<b>Group 7:</b> Zonar – “Employee Surveillance at Zalando”
9	15.11.2024	4) Planning and implementing HR Analytics projects – <b>Selecting a Focus</b>	
10	22.11.2024	4) Planning and implementing HR Analytics projects – <b>Generating Evidence</b>	Presentation of Project Proposal Ideas & Feedback
11	06.12.2024	4) Planning and implementing HR Analytics projects – <b>Project Planning</b>	Presentation of Project Proposal Ideas & Feedback
12	13.12.2024	4) Planning and implementing HR Analytics projects – <b>Interpreting Evidence</b>	