



## UNSW Course Outline

# MGMT3730 Human Capital Analytics - 2024

Published on the 30 Jan 2024

## General Course Information

**Course Code :** MGMT3730

**Year :** 2024

**Term :** Term 1

**Teaching Period :** T1

**Is a multi-term course? :** No

**Faculty :** UNSW Business School

**Academic Unit :** School of Management and Governance

**Delivery Mode :** In Person

**Delivery Format :** Standard

**Delivery Location :** Kensington

**Campus :** Sydney

**Study Level :** Undergraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

The subject Human Capital Analytics provides students with the data analytics knowledge, skills, and competencies to effectively address people management in private, public, and not-for-profit organisations. The course introduces students to the central concepts foundational to effective

human capital analytics. It also builds skills and competencies around the management, analysis and representation of data via hands-on exercises. The subject explores the role of human capital analytics in helping decision makers to address current and future challenges that organisations face in managing human capital at a tactical and strategic level.

## Course Aims

This course is a third year course in the Bachelor of Commerce degree program. The course seeks to leverage the knowledge, skills and experiences students gain in studying people management issues. Students will:

- Identify how human capital analytics supports problem solving and decision making.
- Identify sources of bias affecting the quality of human capital analytics based decisions.
- Identify and evaluate different types of human capital data.
- Develop capabilities in designing effective approaches for collecting human capital data.
- Identify and evaluate different types of analytical approaches and software.
- Analyse, interpret and communicate both qualitative and quantitative human capital data.
- Recognise and articulate the ethical and social implications of collecting and using human capital data.

## Relationship to Other Courses

This course aims to develop students abilities to analyse people management issues and systems from an analytics perspective. After completing the course, students should be familiar with key analytics concepts and approaches and be able to demonstrate the skill sets that are required to implement them. This course is a core part of the revised undergraduate HRM major.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.	<ul style="list-style-type: none"><li>PLO1 : Business Knowledge</li><li>PLO2 : Problem Solving</li></ul>
CLO2 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.	<ul style="list-style-type: none"><li>PLO1 : Business Knowledge</li><li>PLO2 : Problem Solving</li></ul>
CLO3 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.	<ul style="list-style-type: none"><li>PLO3 : Business Communication</li></ul>
CLO4 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.	<ul style="list-style-type: none"><li>PLO4 : Teamwork</li></ul>

Course Learning Outcomes	Assessment Item
CLO1 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.	<ul style="list-style-type: none"><li>Analytics Exercises</li></ul>
CLO2 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.	<ul style="list-style-type: none"><li>Analytics Exercises</li></ul>
CLO3 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.	<ul style="list-style-type: none"><li>Continuous assessment</li><li>Report</li></ul>
CLO4 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.	<ul style="list-style-type: none"><li>Continuous assessment</li><li>Report</li></ul>

## Learning and Teaching Technologies

Moodle - Learning Management System

## Learning and Teaching in this course

The study of analytics is best undertaken by appreciating the key ideas (e.g., concepts, frameworks, theories) and data (e.g., empirical research findings) that support it. Thus, you are expected to read the course text which covers both these elements. Throughout the course you

are also expected to meaningfully engage with a range of important: i) practitioner focused materials and, ii) academic research, that will be presented outside the confines of the course text. The learning outcomes of this course are best achieved through active student participation and experiential learning (i.e., learning by doing). As such, the tutorials will be interactive and there is an expectation that you will come to class having read the weekly readings so that you can actively participate. Active participation means asking relevant questions, expressing opinions, and engaging in learning activities. Both lectures and tutorials will be delivered in an face to face format.

## Other Professional Outcomes

Not applicable

## Additional Course Information

Not applicable

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Continuous assessment Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: Not Applicable Post Date: 10/05/2024 12:00 AM	• PLO1 : Business Knowledge • PLO2 : Problem Solving
Analytics Exercises Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: Not Applicable Post Date: 10/05/2024 12:00 AM	• PLO1 : Business Knowledge • PLO2 : Problem Solving
Report Assessment Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Not Applicable Post Date: 10/05/2024 12:00 AM	• PLO3 : Business Communication

## Assessment Details

### Continuous assessment

#### Assessment Overview

During each tutorial your extent and quality of participation in tutorial activities and related discussion will be assessed by your tutor. Via this participation, you will build and solidify your understanding of how analytics works in work and organisational settings, and the broaden your

knowledge in the application of data analysis methods, interpretation, and representation.

Assesses PL01 and PL02

#### Course Learning Outcomes

- CLO3 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.
- CLO4 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.

#### Detailed Assessment Description

See assessment overview document

#### Assessment Length

See assessment overview document in Moodle

#### Submission notes

Not applicable

#### Assessment information

See assessment overview document in Moodle.

Late submissions will incur a deduction in the available marks to be awarded of 10% per day (inclusive of weekends and public holidays).

#### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

### **Analytics Exercises**

#### Assessment Overview

As part of the business analytics process, you will work with data. This requires an understanding of data types, manipulation, analysis, and visualisation of data. The exercises are designed to develop the expertise that you will require to complete your assessment items and to be successful in the analytics space. Each exercise draws upon the current week's content (incl lectures and tutorials). Detailed information on each week's exercise is available on Moodle.

Assesses PL01, PL02 and PL03

MyBCom points: PL02

### Course Learning Outcomes

- CLO1 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.
- CLO2 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.

### Detailed Assessment Description

See assessment overview document in Moodle

### Assessment Length

See assessment overview document in Moodle

### Submission notes

Not applicable

### Assessment information

See assessment overview document in Moodle

Late submissions will incur a deduction in the available marks to be awarded of 10% per day (inclusive of weekends and public holidays).

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

### **Report**

#### Assessment Overview

This assessment has 2 parts: Data Collection Plan (20%) and Data Collection Report (20%):

3a. In this assessment you will present your planned approach for gathering individual level employee data.

3b. To present an analysis of a data collection along with recommendations for how to improve the design of the data collection based upon what you learnt in the course.

Assesses PLO1, PLO2 and PLO3

MyBcom points - PLO3

### Course Learning Outcomes

- CLO3 : Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.

- CLO4 : Describe and explain methodological concepts relevant to analytics and apply these to categorise and evaluate the quality of qualitative and quantitative research.

#### **Detailed Assessment Description**

See assessment overview document in Moodle

#### **Assessment Length**

See assessment overview document in Moodle

#### **Submission notes**

Not applicable

#### **Assessment information**

Not applicable

Late submissions will incur a deduction in the available marks to be awarded of 10% per day (inclusive of weekends and public holidays).

#### **Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **General Assessment Information**

Not applicable

#### **Grading Basis**

Standard

#### **Requirements to pass course**

Gain a mark of 50% or higher

# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Lecture	What is human capital analytics?
Week 2 : 19 February - 25 February	Lecture	What is "data" in human capital analytics? Ethics, legal, and stakeholder issues in human capital analytics
Week 3 : 26 February - 3 March	Lecture	Modelling how human capital has an effect
Week 4 : 4 March - 10 March	Lecture	Obtaining data: Designing and implementing employee surveys
Week 5 : 11 March - 17 March	Lecture	Interviews, focus groups and other qualitative methods
Week 6 : 18 March - 24 March	Other	No classes scheduled (flexibility week)
Week 7 : 25 March - 31 March	Lecture	Qualitative data analysis and quantitative data preparation
Week 8 : 1 April - 7 April	Lecture	Quantitative data analysis (introductory and intermediate) This year students with classes on scheduled on Easter Monday (1st April 2024) will be provided with equivalent asynchronous material to complete."
Week 9 : 8 April - 14 April	Lecture	Quantitative data analysis (advanced).
Week 10 : 15 April - 21 April	Lecture	Using human capital analytics to drive change

## Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

## General Schedule Information

Not applicable

## Course Resources

### Prescribed Resources

Textbook 1. Dahlberg, L. & McCaig, C. (2010). Practical Research and Evaluation : A Start-to-Finish Guide for Practitioners. Sage, London.

Textbook 2. Edwards, M. R., & Edwards, K. (2019). Predictive HR Analytics: Mastering the HR Metric (2nd edition). Kogan Page.

Readings - See course Moodle webpage for details

Lecture and tutorial materials - See course Moodle webpage for details

### Recommended Resources

No further resources are required

## Additional Costs

Not applicable

## Course Evaluation and Development

Do be discussed during the term

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Head lecturer	Hugh Bainbridge		Business School Building	Zoom/MS teams	By appointment	No	Yes

## Other Useful Information

### Academic Information

#### COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

#### STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

## Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

## Submission of Assessment Tasks

### SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

## LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

## **FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE**

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

## **Faculty-specific Information**

### **PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS**

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

### **COURSE EVALUATION AND DEVELOPMENT**

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

### **QUALITY ASSURANCE**

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used

for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

## TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.