1. Thought-provoking questions
   1. What are human resources?
   2. What are the differences between organizational behavior, human resource management (HRM), and strategic human resource management (SHRM)?
   3. How does an organization achieve a competitive advantage? Then, how does an organization convert this state into a sustained competitive advantage?
   4. What is HR analytics? What types of questions can it address?
   5. Should this class be called HR Analytics or SHR Analytics?
   6. Datafication
      1. "Datafication" means using operational data to craft business strategy and plan for the future. In HR, it refers to our increasing ability to use analytics to understand more about our people, HR processes, and external demographics, as well as how they relate to bottom-line business outcomes.
2. Kuncel et al. (2013) – Algorithms in the hiring process
   1. <https://hbr.org/2014/05/in-hiring-algorithms-beat-instinct>
      1. <https://psycnet.apa.org/record/2013-32416-001\>
3. Trailer for Moneyball movie
   1. <https://youtu.be/AiAHlZVgXjk>
4. Predictive Analytics in Human Resources: Tutorial and 7 case studies
   1. <https://www.analyticsinhr.com/blog/predictive-analytics-human-resources/>
5. Research article summaries (What does research say about human resources?)

Dyer, L. 1983. Bringing human resources into the strategy formulation process. ***Human Resource*** ***Management Review***, *22,* 257-271.

* + An interesting perspective is offered when Dyer suggests that human resources can also act as a constraint. Do you think he overlooks the possibility that these constraints are function of a weakness in the HR system, i.e., recruiting? A much broader question might ask if human resources *become* constraints. If so, how?

Wright, P. M., McMahan, G. C., & McWilliams, A. (1994). Human resources and sustained competitive advantage: a resource-based perspective. *International journal of human resource management*, *5*, 301-326.

* + Sustained competitive advantage is found in the entire HR pool, not just top-managers

Pfeffer, J. 1995. Producing sustainable competitive advantage through the effective management of people. Academy of Management Executive, 9, 31 -48.

* + Suggests that competitive advantage can be achieve through people, i.e., human resources
  + Introduces 13 practices for managing people that can facilitate competitive advantage: (1) Employment security, (2) Selective recruiting, (3) High wages, (4) Incentive pay, (5) Employee ownership, (6) Information sharing, (7) Empowerment and participation, (8) Self-managed teams, (9) Training and Development, (10) Cross-utilization and cross-training, (11) Symbolic Egalitarianism, (12) Wage compression, (13) Promotion from within.
  + Highlights that success can be achieved in unconventional ways 🡪 in this case, it can be achieved by how you manage your people

1. Theoretical perspectives on human resources:
   1. Resource-based view (Barney, 1991)
      1. <https://www.strategicmanagementinsight.com/tools/vrio.html>
      * VRIN Framework
        + Valuable
        + Rare
        + Imperfectly imitable
        + Non-substitutable
      * VRIO Framework (Barney, 1995)
        + Valuable
        + Rare
        + Costly to imitate
        + Organized to capture value
   2. Universalistic, Contingency, and Configurational perspectives (Delery & Doty, 1996)