

# Business Administration

Course Number: **BUAD 411**

Course Title:

**Professors**

Roger Wheeler	250-762-5445 #4226	Kelowna: C119	<a href="mailto:rwheeler@okanagan.bc.ca">rwheeler@okanagan.bc.ca</a>
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**Learning Outcomes**

Evaluate the purpose and role of HR metrics & analytics in strategy implementation. Explain the advantages of a human capital approach to HR and workforce measurement. Create strategy-specific HR value chains that link HR deliverables to strategic goals. Apply principles of good measurement to develop meaningful HR & workforce measures. Describe the technology and tools required to analyze HR and workforce data. Justify HR and workforce metrics to decision makers.
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**Course Objectives**

This course will cover the following: see the Course Schedule for weekly details.
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**Required Texts/Resources**

Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: linking people, strategy, and performance*. Boston, MA: Harvard Business School Press.

## Course Schedule

Week	Date		
		Monday, Jan 6 First Day of Regular Classes Monday, Feb 17 Family Day (no classes) Tuesday-Friday, Feb 18-21 Reading Break (no classes) Thursday, Apr 9 Last Day of Regular Classes	WS = Workforce Scorecard  HRS = HR Scorecard
1	Jan 6/8	Intro to metrics, analytics & human capital	
2	Jan 13/15	Measuring HR value & strategic alignment	WS Ch. 1 HRS Ch. 1
3	Jan 20/22	strategic influence: perspectives & measures <i>Begin Phase I: Introduction of Case</i>	WS Ch. 2 HRS Ch. 2
4	Jan 27/29	Strategy maps & HR value chains	Handouts
5	Feb 3/5	Building & linking workforce & HR scorecards	WS Ch. 3 & 4 HRS Ch. 3
6	Feb 10 Feb 12	<i>Begin Phase II: Creating Scorecards</i> <b>Midterm Exam</b>	ABC Case
	Feb 17/19	Family Day & Reading Break no classes	
7	Feb 24/26	Data manipulation and exploration Data visualization and interpretation	Handouts
8	Mar 2/4	<b><i>First West: Technology &amp; Tools (TBD)</i></b>	Handouts
9	Mar 9/11	The development of meaningful measures Team project workshop	WS Ch. 5 HRS Ch. 5
10	Mar 16/18	HR infrastructure alignment: internal & external <i>Begin Phase III: Implementing Workforce Strategy</i>	HRS Ch. 6
11	Mar 23/25	Implementation: process & shared responsibilities	WS Ch. 7 HRS Ch. 8
12	Mar 30 Apr 1	Future directions for managing human capital Team project workshop	Handouts
13			

