HRD 4350 – HRD Topics: Data-Driven Decision-Making in HRD
Online, Summer 2024

Instructor: Dr. Sangok Yoo   **Email**: syoo@uttyler.edu
             (pronounced **Sæn**-gək juː)   (preferred contact method)
Office: COB 315.17   **Office Phone**: 903-565-5646
Office Hours: By appointment via email. Zoom meetings can be scheduled by request.

Required Materials:
- **Textbook**: Berenson, M. L., Levine, D. M., Szabat, K. A., & Stephan, D. F. (2020). Basic business statistics: Concepts and applications (14th edition). Pearson.
- **Required Software**: Access to Microsoft Excel

Course Description:
This course explores the application of data-driven decision-making principles in Human Resource Development (HRD) contexts using Microsoft Excel. Students will examine how data analytics can be leveraged to enhance HRD practices, including talent management, training and development, performance evaluation, and organizational development. Through a combination of practical case studies and hands-on Excel exercises, students will learn how to analyze and interpret data to make informed decisions that drive organizational success.

Topics include descriptive statistics, data visualization, and statistical inferences in Excel, and the ethical considerations of using data in HRD. By the end of the course, students will have the skills and knowledge to apply data-driven approaches to HRD challenges using Excel, improving their ability to contribute strategically to organizational goals.

Course Objectives:
By the end of this course, students will be able to:
1. Describe the principles of data-driven decision-making and its importance in HRD contexts.
2. Compute descriptive statistics of data in HRD contexts using Excel.
3. Visualize data to communicate with stakeholders better.
4. Use sample probability in solving HRD-related problems using Excel.
5. Conduct statistical inferences (e.g., confidence intervals and hypotheses tests) for solving HRD-related problems using Excel.
6. Calculate and evaluate simple linear regression for solving HRD-related problems using Excel.
7. Interpret statistical results to make an informed decision making in HRD contexts.
8. Explain ethical considerations for data collection, analysis, and use in HRD.

Graded Course Requirements: Letter grades will be assigned based on the scale provided. Grades will not be rounded beyond that stated below. The possible points for each assignment are as follows:

Grade Composition:

Weekly Check-In (5%)	5%
HR Analysis Case Project (35%)	
Module HWs (5 HW submissions)	25%
Final Case Report	10%
Module Quizzes (30%)	30%
Final Exam (30%)	30%
Course Total	100%

Weekly Check-In (5% of grade): The Weekly Check-In activity is structured to facilitate your continuous participation in the course throughout the semester. Each week, students are required to make one original post in response to the weekly question. Posts must contain a minimum of four sentences to qualify for full credit. The question will be provided in the discussion board (please refer to the instructions on the Canvas page for details). Postings are expected to meet college-level standards, including citations and references where necessary, and maintain a high standard of grammar and spelling to ensure error-free content.

- **Bonus point opportunity**: Your peer responses to classmates' postings will be counted as activities that will be added to bonus points that will be added to the Weekly Check-In credit. For bonus points, the instructor will only count the responses that extend or support classmates' postings. Responses such as "I agree" or "disagree" with you or simplistic peer responses do not "extend or support" the classroom dialogue.
- *Late postings will be penalized by 10% for any full or partial day late.*

HR Analysis Case Project (35% of grade): In this project, students will engage with a hypothetical case scenario and accompanying data, utilizing both their knowledge from the textbook and Excel skills for analysis. Throughout the semester, students will complete **module homework (case HW) assignments** that require them to analyze the data using Excel, focusing on the content of each module. In the final week, students are required to submit a comprehensive **Final Case Report**, including the results and interpretations from the homework assignments, along with managerial suggestions based on the findings, all presented in a professional format.

- Module HW Assignments: 25% (due: **11:59pm, Saturdays**).
    - Submit all assignments (**Excel files**) on Canvas. The guideline/template for assignments will be provided.
    - If you show the right process to solve each question, you can expect to have **partial points**, although you provide wrong answers. Without showing your process in Excel, you will not get full credit even though you provided a correct answer.
    - Make sure to upload an appropriate **Excel file (.xlsx or .xls)**. Note that an Excel file whose name starts with "~$" is a temporary file created by Excel when you open a workbook. Do not upload the temporary file that cannot be read in the grading system.
    - *Late submissions will be penalized by 10% for any full or partial day late.*
- Final Case Report: 10%
    - Final Case Report should be developed in **a Word or PDF file**.
    - Students are expected to use the results obtained from previous Excel HW assignments. However, these results, interpretations, and managerial suggestions must be organized in a professional format, considering reporting to a supervisor.
    - *Late submissions will not be accepted.*

Module Quizzes (30% of grade): Students' learning will be also assessed by quizzes (due: **11:59pm, Saturdays**). Quizzes will be open book. Two attempts at each module quiz, where you receive the highest grade of the attempts made.

- *Late submissions will be penalized by 10% for any full or partial day late.*

Final Exam (30% of grade): The final exam will be in multiple-choice and true/false formats. The exam will be open book, allowing access to e-books and Excel sheets. However, it will be timed, emphasizing the importance of thorough and timely preparation.

- *Late submissions will not be accepted.*

Grading Philosophy:

I understand that the process of receiving grades can inhibit the learning process. I endeavor to create a safe learning environment. As part of that environment, you have several opportunities to maintain a high grade in the course, including:

- Two attempts at each chapter quiz, where you receive the highest grade of the attempts made.
- All quizzes and exams are open-book. However, it will be timed so it is important to prepare for them properly and in a timely manner.
- Bonus opportunities throughout the semester.
- Timely feedback on assignments.
- Course schedule in the Syllabus may be altered during the semester due to unforeseen circumstances.

Bonus Assignments Summary

- **BA#1:** Syllabus Quiz → will be added to Weekly Check-In.
- **BA#2:** Chapter Summary → will be added to Module Quizzes.

Course Outline/Major Topics Studied:

Week	Readings	Weekly Check-In	HR Analysis Case Project	Module Quiz	Bonus Assignments
Module1: Introduction and Data/Program Setup					
1	Syllabus Ch0 (FTF). First Things First	WC#1			Syllabus Quiz
2	Ch1. Defining and Collecting Data	WC#2	Case HW#1	Module 1 Quiz	
Module2: Descriptive Statistics and Normal Distribution					
3	Ch2. Organizing/Visualizing Variables	WC#3			
4	Ch3. Numerical Descriptive Measures	WC#4	Case HW#2	Module 2 Quiz	Ch4 Summary
Module3: Normal Distribution and Sampling Distribution/Interval Estimation					
5	Ch6. Normal Distribution	WC#5			
6	Ch7. Sampling Distributions Ch8. Interval Estimation	WC#6	Case HW#3	Module 3 Quiz	
Module4: Hypothesis Testing Pt1 - Mean Differences in Decision Making					
7	Ch9. Hypothesis Testing	WC#7			
8	C10. Two-sample Tests	WC#8	Case HW#4		
9	Ch11. Analysis of Variance	WC#9	Case HW#5	Module 4 Quiz	Ch12 Summary
Module5: Hypothesis Testing Pt2 - Variable Relationships in Decision Making					
10	Ch13. Simple Linear Regression	WC#10			
11	Ch14. Intro to Multiple Regression	WC#11	Case HW#6	Module 5 Quiz	
FINAL EXAM					
12	Study Week (Final Prep)		Final Case Report		Ch15 Summary
13	Final Exam				

Disclaimer: Course schedule is subject to change and you will be responsible for abiding by any such changes. Your instructor will notify you of any changes.

Course Policies:
Class Meeting Attendance
Attendance at all online class sessions is expected for the accomplishment of course objectives. The facilitator recognizes that learners may have special issues and responsibilities that may impact attendance, however regular attendance is expected. If absences occur, the learner is responsible for contacting the facilitator in advance so that adjustments can be made to the instructional activities planned for a specific session. The learner is also responsible for all work that is missed due to the absence from any class meeting, or portion thereof.

Late Work
No credit will be given for late assignments unless the learner's provider and/or UT Tyler's system prevents the student from submitting a discussion post, assignment, quiz, or exam. The student is responsible for contacting the instructor, providing evidence of the outage and submitting any missed work within 24 hours of resolution of any system outage.

University Policies and Information Highlights*:
Final Exam Policy
> Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Academic Honesty and Academic Misconduct
> The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the Student Conduct and Discipline policy (Links to an external site.) in the Student Manual Of Operating Procedures (Section 8).

*You can find the details of university policies about the following areas in the "University Policies and Information" page on the class Canvas site.
- Withdrawing from Class
- Incomplete Grade Policy
- Grade Appeal Policy:
- Disability/Accessibility Services
- Military Affiliated Students
- FERPA
- Absence for Official University Events or Activities
- Absence for Religious Holidays
- Campus Carry