

SYLLABUS: PEOPLE ANALYTICS ACHIEVING SUSTAINABILITY GOALS

ORGANIZATION

Date:	Thursday 12:15 – 16:00 on an irregular basis: 19.09.2024; 03.10.2024, 14.11.2024, 21.11.2024, 28.11.2024, 05.12.2024
Format:	Seminar, in presence mode ¹
Room:	Check the course catalogue: https://portal.unilu.ch/details?code=HS241118
Lecturers:	Dr. Manuela Morf (manuela.morf@milak.ethz.ch) Dr. Anna Sender (anna.sender@unilu.ch)
Language:	English
OLAT:	https://lms.uzh.ch/auth/RepositoryEntry/17577443387/CourseNode/70448659388630

CONTENT

In this seminar, we will explore how to use people analytics to improve decision making in business. This year we focus on how people analytics can help **fostering sustainability**.

Many organizations strive to foster sustainability with the aim to respond to diverse stakeholder interests in alleviating inequalities and reducing organizations' contribution to resource depletion. HRM scholarship and companies identified that HRM can contribute to achieving these goals and experiment with different approaches. People analytics generates relevant evidence by combining technical knowledge of analytics with a sound understanding of the people side of business and can help organizations to identify effective solutions fostering sustainability.

We will follow a problem-based-learning approach and combine lectures, guest speakers' contributions, in-class discussions, and practical project work. Guest speakers include:

- 1) 19.09.2024, **Marisa Hürlimann**, Consultant at Brugger and Partners Ltd. (BHP), advisory firm focusing on sustainability.
- 2) 21.11.2024, **Marina Pletscher**, Entrepreneur, Communication Expert and PhD Candidate at University of Lucerne
- 3) 28.11.2024, **Dr. Alexandra Arnold**, Head People Analytics at Migros Genossenschaft Bund (MGB).

¹ Due to organizational reasons, you need to inform the lecturers one day in advance if you cannot join the lecture.

LEARNING GOALS

Upon successful completion of this seminar, you will know how to set up a people analytics project. Specifically, you will:

- (1) gain expertise in this year's focal area of fostering sustainability;
- (2) know how to create a business case for your people analytics project and address stakeholder interests;
- (3) be able to select useful methods from the methodological toolkit of people analytics (e.g., interviews, surveys, interventions and experiments);
- (4) be able to translate evidence into actionable and relevant recommendations.

LITERATURE AND MATERIAL

Literature and additional materials are available in OLAT.

ECT CREDITS AND PREREQUISITES

This is a masters' course, and no prerequisites are required. Upon successful completion of this course, students receive three credits. Students are responsible for checking whether credits from this course will be accepted.

ENROLLMENT

The number of participants is restricted. If you are interested in participating, please e-mail Dr. Manuela Morf (manuela.morf@milak.ethz.ch). 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 you are interested in participating (short motivation statement).

Please make sure that you provided this information before enrolling in the OLAT course. People registered via E-Mail will have OLAT priority to people registered via OLAT. Registration on Uniportal should be done after you are formally registered for the course via OLAT.

GRADING

Students need to complete mid-term-assignments to be eligible to complete the final individual assignment. The mid-term assignments build on each other, are discussed in peer-groups and can be used as basis for the final assignment.

Mid-term assignments will be evaluated on a pass/fail basis. Participants have one week to revise their work if they do not pass the mid-term assignment. The final individual assignment is graded from 1.0 to 6.0 and, if mid-term assignments are passed, serves as the final grade.

SEMESTER SCHEDULE

Block 1 – Intro PA & Sustainability	
19.09.2024 in class	<p>Introduction:</p> <ul style="list-style-type: none"> • How do we work together in the course? • What is people analytics and how can it help the business? <p>Guest speaker Marisa Hürlimann: Introduction in Sustainability</p>
Block 2 – Creating the business case	
Mid-term-assignment: Due on 02.10.2024	Individual assignment - First idea: Which research question/topic I will use? Which company do I want to use for my assignment? Why does the research question fit to the company? (pass/fail; send per email to both lecturers). Prepare to present your idea in class (1-2 PowerPoint slides).
03.10.2024	<p>Selecting a focus:</p> <ul style="list-style-type: none"> • How are key performance indicators selected? • How are hypotheses developed? • How to go about literature review efficiently and effectively? <p>Feedback and discussion of individual assignment.</p>
Block 3 – Generating evidence	
Until 04.11.2024 self-study	<p>Video (self-study):</p> <p>Generating evidence:</p> <ul style="list-style-type: none"> • What methods for data collection do exist (e.g., surveys, experiments, system data)? • How to select a useful method for data collection? • How is evidence interpreted and assessed for quality?
Mid-term-assignment: Due on 04.11.2024	Individual assignment - Assignment booklet: Creating business case and developing hypothesis, Selected methods and their justification, data analysis and presentation (pass/fail; send to both lecturers). Prepare to present your idea in class.
Block 4 – Stakeholder management, ethics and communication	
14.11.2024	<p>Group feedback and discussion of individual assignment (Focus research question, methods, data analysis and presentation)</p> <p>Guest speaker Marina Pletscher: Communicating findings</p>
21.11.2024	<p>Managing your stakeholders and addressing ethics</p> <ul style="list-style-type: none"> • How are stakeholder interests identified and addressed? • What are potential ethical pitfalls and risks? <p>Time to further develop your own assignment</p>
Block 5 – Designing project for practical impact	
Mid-term-assignment:	Individual assignment - Assignment booklet: Selected methods and their justification, data analysis and presentation, stakeholder

Due on 25.11.2024	management, risk management & ethical considerations, actionable recommendations (pass/fail; send to both lecturers). Prepare to present your idea in class.
Mid-term-assignment: Due on 25.11.2024	Two questions regarding people analytics that you would like to discuss in class with Alexandra Arnold (pass/fail; send to both lecturers)
28.11.2024	Guest speaker Dr. Alexandra Arnold: Use of People Analytics in practice Group feedback and discussion of individual assignment (Focus stakeholder management, ethical considerations and actionable recommendations)
Block 6 – Reflecting on your work and getting individual feedback	
05.12.2024	Reflecting on the course and learning from others: <ul style="list-style-type: none"> • What are your learnings, challenges and key learnings? Possibility for individual feedback session (send email till 03.12.2024 if you request an individual session).
Final individual assignment: Due on 10.01.2025	Individual Assignment - assignment booklet (full document; send to both lecturers per email). This document is the basis for your final grade.

LECTURERS

Dr. Manuela Morf's research and teaching focus on leadership, self-management, human resource management, and research methodology. She earned her Ph.D. in Business and Economics from the University of Zurich in 2016. During a 1.5-year stay at Erasmus University Rotterdam, she deepened her expertise in work psychology. From 2018 to 2023, she was senior research associate and lecturer the University of Lucerne. Among other things, she developed a training app using a participatory approach to enhance people's skills for flexible work arrangements (such as project work or freelancing). Currently she is working at the Military Academy at ETH. Her achievements include securing Swiss National Science Foundation grants, receiving an award for her work on counterproductive behaviors, and publishing in international journals.

Dr. Anna Sender holds a PhD in economics from University of Zurich. Her areas of expertise include strategic Human Resource Management imperatives such as talent management, compensation, international HRM as well as organizational and individual opportunities and challenges related to non-standard work. Having worked nine years for international organizations in the financial sector, her focus in research is on applied projects in close collaboration with organizations and with direct impact in the community of practice. She represents Switzerland in the international network CRANET and is a board member of ZGP, Zurich HR professional association. She works as lecturer at the University of Lucerne and Lucerne University of Applied Sciences and Arts.

We wish you success in our people analytics course!