



**ONLINE CERTIFICATE PROGRAM**

# **HR MANAGEMENT AND ANALYTICS: UNLOCK THE VALUE OF HUMAN CAPITAL**

**DURATION: 2 MONTHS | PROGRAM FEES: \$2,800**



**Wharton**  
Aresty Institute of Executive Education  
UNIVERSITY of PENNSYLVANIA

**EXECUTIVE  
EDUCATION**

# Overview

HR management has changed dramatically in recent decades. It has shifted from a largely administrative focus to becoming a strategic ally in managing overall business performance. Most organizations recognize that people are their most important asset. Therefore, how can HR professionals continue to make gains as a strategic business partner by both managing people more effectively and by leveraging data analytics?

Wharton's online program, *HR Management and Analytics: Unlock the Value of Human Capital*, delves into topics that will help you to become a more strategic HR partner by gaining a holistic understanding of how HR management and data analytics intersect.

The mere presence of data does not guarantee better decisions. However, over the course of seven modules, you will explore cutting-edge data techniques used by major employers to improve decisions that relate to performance evaluation, recruiting, retention, collaboration, and talent management. Leveraging Wharton's leadership in quantitative analytics, you'll apply techniques that separate skill from luck, learn to read noisy performance measures, and become aware of biases in decision making. You will also dive into managerial topics that will cover how to:

- motivate individual performance and design reward systems
- design jobs and organize work for high performance
- make good and timely management decisions
- design and change an organization's architecture for lasting change

The program is composed of a mix of recorded video lectures and live sessions with faculty, including Q&A. Moderated discussion boards and live office hours supplement the lectures and facilitate collaboration among your peers. Case studies and custom application exercises solidify the learning through real-world examples such as Google, Toyota, Teach for America, and Credit Suisse, among others.

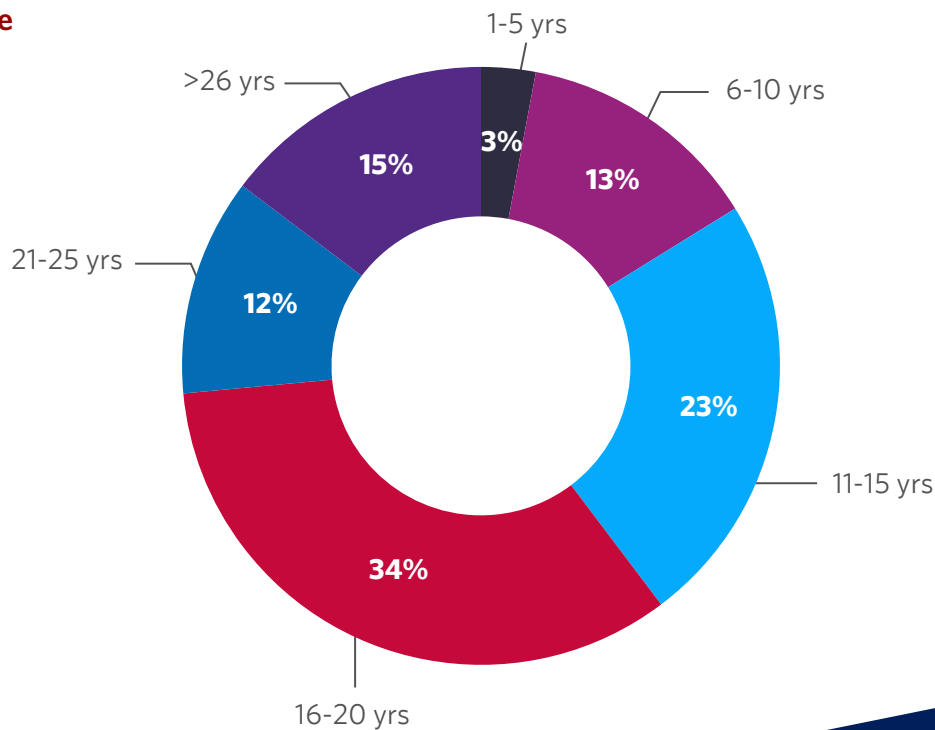
# Who is This Program For?

- Mid to senior-level human resources and learning and development professionals
- Business unit heads that crossover into human performance management
- General managers
- Owners of small and medium businesses with talent management oversight
- Consultants and business performance professionals

## Participant Titles Include:

- VP Talent Management
- Director of Strategy
- Division HR Business Manager
- HR Business Partner
- Program Manager People Analytics
- SVP/Operations Director
- Compensation Director
- Director of Talent Management
- VP Human Resources
- Group HR Manager
- Chief People Officer
- People & Change Director

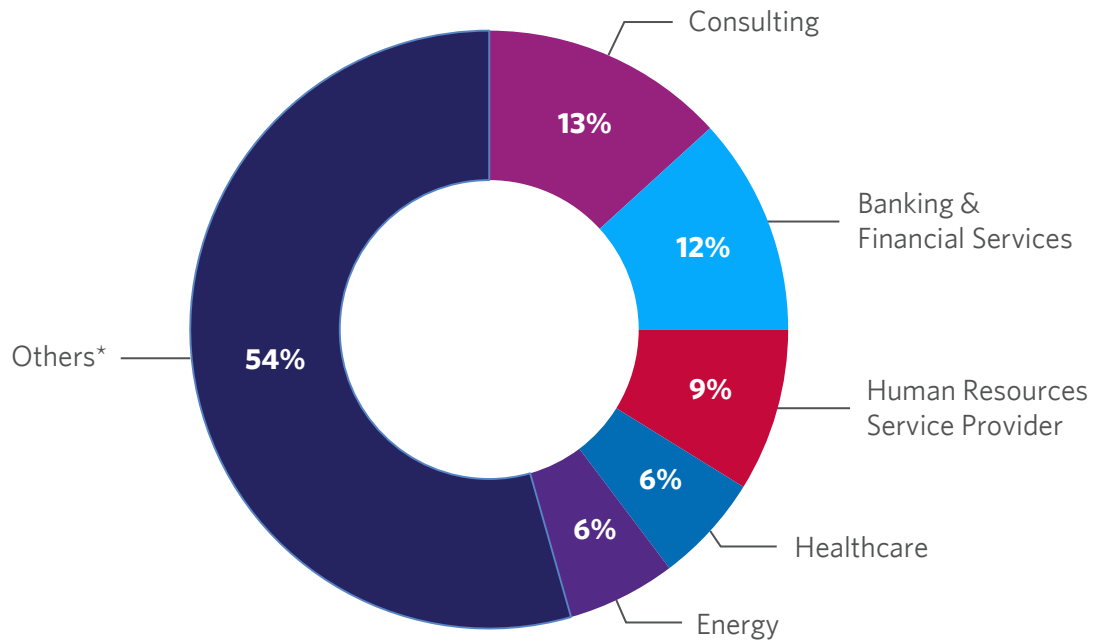
## Work Experience



## Participant Companies Include:

- DBS Bank
- 3M
- Google
- The Home Depot
- Kotak Mahindra Bank
- The Emirates Group
- Godrej Industries Ltd
- AECOM
- Interops Consulting
- Oasis Investments - Al Shirawi Group
- Mercer Japan
- Power Finance Corporation

## Participant Industries:



*Others\*- includes Retail, Education, Automotive, Aviation, Agriculture, Manufacturing and more*

# Testimonials



“Most modules helped me gain knowledge and confidence in building a new organizational design.”

—**Sumiko Evans**,  
Office Manager,  
Prestige Validation Services LLC,  
United States

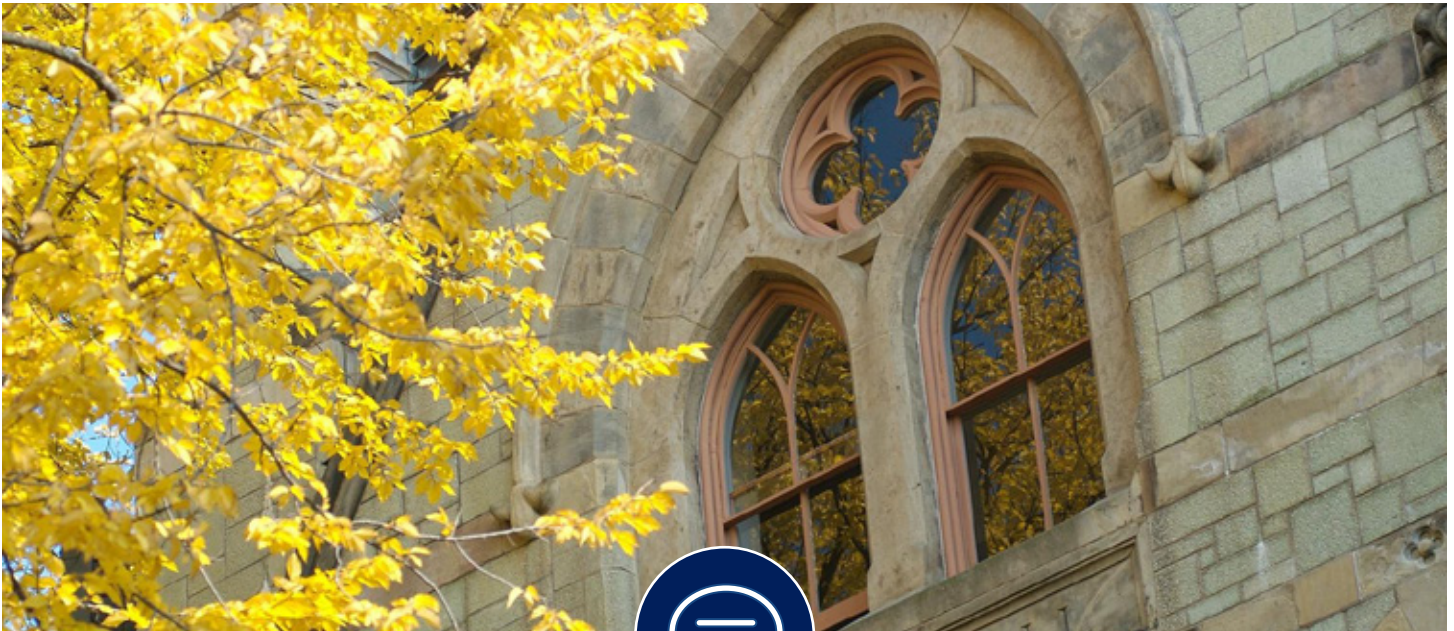
“Numerous insights on people management and the interactive video sessions contributed to great learning.”

—**Julian-Jerome Berndt**,  
Senior Fragility and Resilience Officer,  
African Development Bank,  
Cote d'Ivoire

“Case studies and assignments forced us to apply the concepts learned, think logically, and reason with ourselves.”

—**Achuthan Kutty Prabhakaran**,  
Consultant,  
United Arab Emirates

# Testimonials



"I liked the module on strategic staffing with Professor Bidwell. The assignment on the correlation and regression module was very practical."

—**Véronique Jamart**,  
Office Manager,  
Council of Bars and Law Societies of  
Europe (CCBE),  
Belgium

"I enjoyed the practical applications with case studies at a flexible pace. As a busy professional, keeping a balance in life can be a considerable challenge. I could access the material through multiple platforms and on the go with my PC, tablet, and even phone—fantastic!"

—**Sarah Sue Miller**,  
Director, Business Development  
Patient Care,  
Laerdal Medical,  
United States

"The best part of this course was the marrying together of HR issues with practical, data-driven actions that we can take to both identify and address them. Going forward, when I'm in a situation to argue for or against an HR initiative, I will return early and often to see what the data has to say!"

—**Brent Perdue**,  
Manager, Compensation,  
Encana Corporation,  
Canada

# High Impact, Online Learning Experience

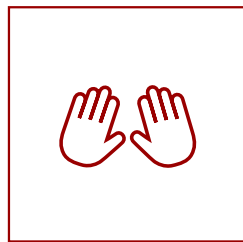
Wharton's *HR Management and Analytics* online program combines theory with practical application, and flexibility with rigor, to give you a holistic view of strategic HR management that includes an overview of people analytics. At the end of this program, you will be able to:

- Understand the basic principles of using HR analytics to improve collaboration between employees and between departments to meet goals, whether it's driving innovation or efficiency
- Leverage data analysis to separate skill from luck; identify internal biases; and understand the staffing cycles of hiring, internal mobility, and attrition
- Understand the four key factors in measuring performance: regression to the mean, sample size, signal independence, and process versus outcome
- Initiate and manage people analytics projects to help you reach your organizational goals
- Motivate individual performance, design reward systems, and create a desirable work environment
- Create a mindset around systems of work versus individual jobs, focusing on retention and employee potential
- Design an organizational structure built for recruiting top talent and competitive advantage



## FRAMEWORKS

Delivered via video lectures



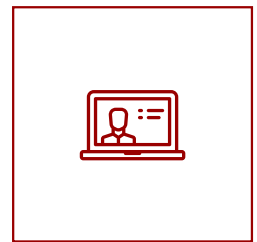
## REAL-WORLD EXAMPLES

Delivered through a combination of video and live online lectures



## APPLICATIONS TO DATA SETS

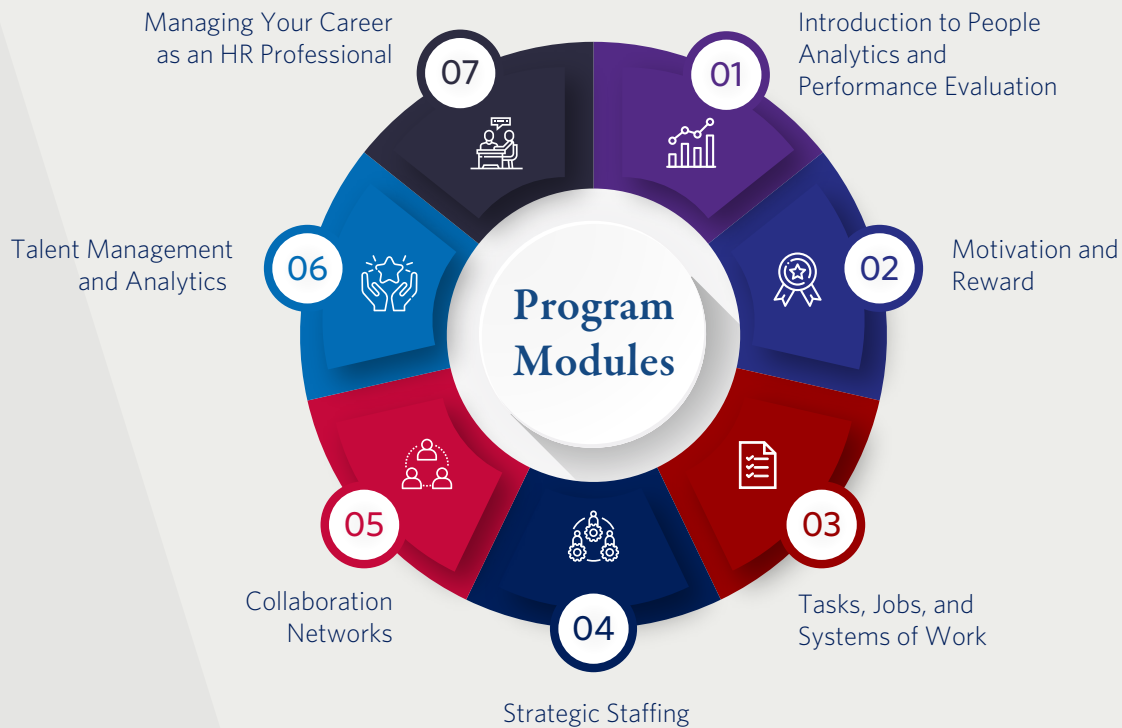
Learn through individual assignments and feedback



## DEBRIEF OF LEARNINGS

Delivered through a combination of recorded and live video lectures

# Program Topics



Faculty who teach in this program are either in leadership positions or are leading contributors to the following academic institutions: Wharton's Center for Human Resources, Wharton People Analytics, and the Center for Leadership and Change Management. Throughout this program, the Wharton faculty will guide you on topics that reflect their deep research and expertise.

You will explore industry-relevant applications in HR management and analytics and you will be working with real data sets to illustrate the key concepts. Note that this is not an in-depth analytics program and no prior analytics experience is required.

## Module 1: Introduction to People Analytics and Performance Evaluation

Learn about four key issues in measuring performance: regression to the mean, sample size, signal independence, and process vs. outcome.

- Separate skill from luck and learn to read noisy performance measures.
- Make more informed data-driven decisions about your organization's talent.



## Module 2: Motivation and Reward

Explore how motivation affects an individual's performance.

- Learn how behavior modification, imitation, conformity, and compliance influence and shape performance.
- Apply principles in technology, tracking systems, outsourcing, and performance appraisals to motivate, hire, and evaluate employees.

## Module 3: Tasks, Jobs, and Systems of Work

Identify the key differences between a task and a job.

- Understand how jobs have been designed historically
- Learn from real-world examples from GM and Toyota to demonstrate how jobs and systems of work have evolved to improve employee performance and productivity

## Module 4: Strategic Staffing

Assess the key components of the staffing cycle: hiring, internal mobility and career development, and attrition.

- Apply analytics techniques to understand causality, improve the quality of your decisions in getting the right people into the right jobs—and helping them stay there.
- Conduct regression analysis on a data set of employee attributes to determine correlations to attrition

## Module 5: Collaboration Networks

Learn the basic principles of organization network analysis, an approach that looks beyond descriptive and demographic data, and instead at what people actually do.

- Learn techniques to improve collaboration between employees inside an organization so they can work together more effectively.
- Learn to describe, map, and evaluate collaboration networks, as well as determine how to intervene in networks to improve collaboration using examples from real-world companies.
- Examine an employee matrix of collaboration networks to determine the path of communication among employees

## Module 6: Talent Management and Analytics

Explore talent analytics: how data may be used in talent assessment and development to maximize employee performance.

- Learn to use performance evaluation to improve the effectiveness and the equitability of the promotion process
- Understand key principles of talent analytics: context, interdependence, self-fulfilling prophecies, and reverse causality.

## Module 7: Managing Your Career as an HR Professional

Reflect on your own career development as an HR professional.

- Consider the fundamentals of good and timely decisions and how to deal with issues of pay equity.

# Application of Analytics

This online program provides a hands-on experience using analytics tools and methods to help you make more informed decisions—ones that are guided by data, not gut feeling. Each framework is illustrated through real-world examples.

**Industry examples discussed in the program include:**



## **Google: Project Oxygen**

Discover how Google implemented a company-wide HR initiative dubbed 'Project Oxygen' to identify the key attributes of successful managers, getting at the question: Do managers matter?



## **The Japanese Auto Industry**

Understand how a worker's autonomy relates to productivity



## **National Football League (NFL)**

Explore how in the realm of professional sports, where far more data is collected on performance than in your average workplace, identifying high performers can be a challenging task

# Faculty



## **Martine Haas, PhD**

Professor of Management, The Wharton School;  
Anthony L. Davis Director of the Joseph H. Lauder Institute for  
Management and International Studies, The University of Pennsylvania



## **Michael Useem, PhD**

William and Jacalyn Egan Professor of Management;  
Director, Center for Leadership and Change Management;  
Editor, Wharton Leadership Digest



## **Peter Cappelli, DPhil**

George W. Taylor Professor of Management;  
Director, Center for Human Resources, The Wharton School



## **Matthew Bidwell, PhD**

Associate Professor of Management,  
The Wharton School



## **Cade Massey, PhD**

Practice Professor, Operations, Information and Decisions,  
The Wharton School

# Certificate

Upon successful completion of the program, you will earn a digital certificate of completion from The Wharton School.



*Note: After successful completion of the online program, your verified digital certificate will be emailed to you in the name you used when registering for the program. All certificate images are for illustrative purposes only and may be subject to change at the discretion of the Wharton School.*

*This online certificate program does not grant academic credit or a degree from the Wharton School of the University of Pennsylvania.*



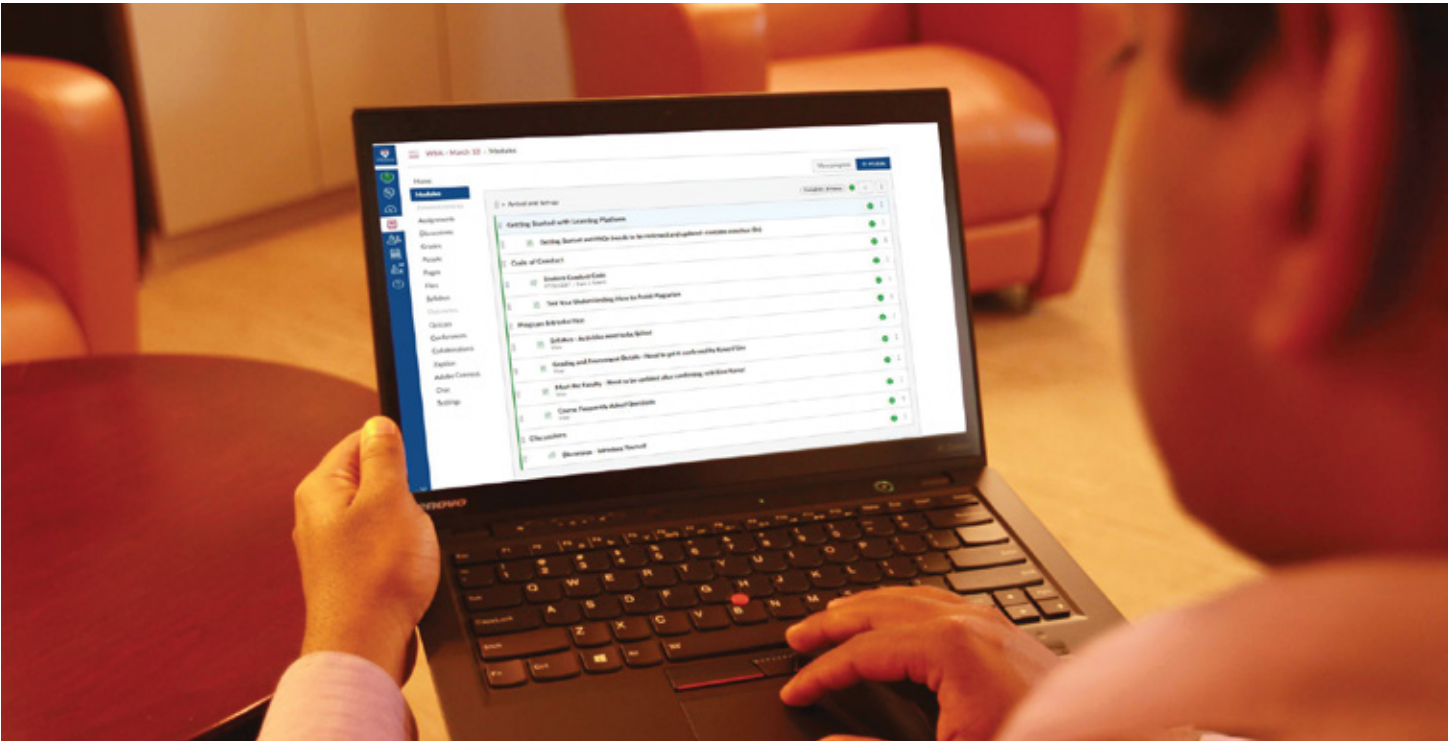
## The Wharton School

Founded in 1881 as the first collegiate business school, the Wharton School of the University of Pennsylvania is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. With a broad global community and one of the most published business school faculties, Wharton creates economic and social value around the world. The School has 5,000 undergraduate, MBA, executive MBA, and doctoral students; more than 13,000 participants in executive education programs annually; and a powerful alumni network of 98,000 graduates. With more than 50 online programs from which to choose, more than 3 million learners worldwide have accessed Wharton Online programming taught by Wharton's world-class faculty.

## Emeritus

Wharton Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact programs for working professionals. Through this collaboration, we are able to offer broad access to the world-class knowledge for which the Wharton School is known, in an engaging and interactive digital environment.

# The Learning Experience



Our programs are designed to meet the needs of individual learning styles, while also leveraging the power of peer learning. This is achieved through a user-friendly learning platform that enables participants to easily navigate the program content to achieve learning objectives.

## KEEPING IT REAL

**Our pedagogical approach is designed to bring concepts to life, including:**

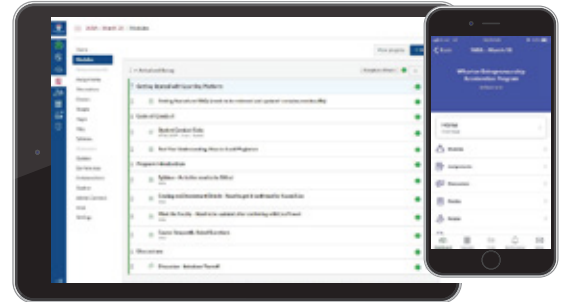
- Byte-sized learning techniques
- Real-world application
- Peer learning discussions
- Live, interactive teaching



## KEEPING IT CONVENIENT

Access to program content is flexible and available through multiple devices, allowing working professionals to easily manage schedules and learn remotely—anytime, anywhere. Participants enrolled in the program obtain access to learning materials in a modular approach, with new content released weekly. Program modules include a variety of teaching tools, such as:

- Video lectures
- Discussions
- Class materials: articles, case studies
- Quizzes
- Surveys
- Assignments



To further personalize the program modules, live teaching sessions, often with Q&As, are scheduled during the program. For participants who are unable to attend these sessions live, a recording is made available so nothing is missed. Our industry-leading learning platform allows participants to create a profile, connect and collaborate with peers and interact with academic/industry experts such as program leaders, coaches and teaching assistants. Assignments are often linked to participants' real-world situations, making concepts inherently practical.

## KEEPING IT INTERESTING

Our globally-connected classrooms enable participants to seamlessly interact with their peers to complete group assignments and stay on track toward program completion—having culturally enriching encounters along the way.

### Program Requirements

To access our programs, participants will need the following:

- Valid email address
- Computing device connected to the internet: PC/laptop, tablet or smartphone
- The latest version of their preferred browser to access our learning platform
- Microsoft Office and PDF viewer to access content such as documents, spreadsheets, presentations, PDF files, and transcripts

### Other Requirements

Programs may necessitate the usage of various software, tools, and applications. Participants will be informed about these additional requirements at the registration stage or when the program begins. Our program advisors are also available to respond to any queries about these requirements.

# Program Information



## DURATION

2 months, online | 4 to 6 hours per week  
Easily schedule a call with a program advisor to learn more

[SCHEDULE CALL](#)

## PROGRAM FEES

US\$2,800  
*Flexible payment options available for this program.*  
You can apply for the program [here](#)

[APPLY](#)

Email: [wharton@emeritus.org](mailto:wharton@emeritus.org)  
Phone (worldwide): +1 215-999-8689



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