



Course Title: An Introduction to People Analytics: How to Build a Talent Advantage

Course Code: BUS 147

Instructor: Amit Mohindra

Course Summary

This online course will be a combination of lectures, discussions, and break-out group exercises. The content will also be shaped to some extent by the diversity of students' experiences and goals (measured via an optional pre-class survey). A background in math or statistics is not required to benefit from this course. A gentle introduction to fundamental constructs will be provided so that you may approach people analytics more confidently. Each class will include a practical case or example. There will be guest speakers—people analytics leaders from prominent companies, consultants, and HR technology founders—to offer additional perspectives. Students are encouraged to share their experiences and expertise with classmates. At the end of the course, students will be pointed towards resources and opportunities for further study and engagement.

**Please see course page for full description and additional details.*

Grade Options and Requirements

- No Grade Requested (NGR)
 - Default option. No work will be required; no credit shall be received; no proof of completion can be provided.
- Credit/No Credit (CR/NC)
 - Students must attend at least 80% of class sessions
- Letter Grade (A, B, C, D, No Pass)
 - Students must attend at least 80% of class sessions, participate in class discussions, and optionally complete a piece of written work (to be discussed further in class)

**Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit*

Basic Information

Instructor

Amit Mohindra, CEO, [People Analytics Success](#), Boston, MA

Former head of people analytics at Apple, Lehman Brothers, McKesson, and Wayfair

Class Meeting Time

Tuesdays from 5:00 p.m. to 6:30 p.m. Pacific Time.

Class Meeting Platform

All classes will be conducted via Zoom. For the first class, please log in at least 10-15 minutes prior to the start time to ensure there are no technology issues. Please be patient with the instructor and your classmates as we troubleshoot issues on the first night.

Learning Platform

Links to readings, videos, and other course content will be available in the *final* Course Syllabus which will be posted to Canvas, Stanford's e-learning platform. We will use Canvas primarily for accessing:

- Copyrighted material
- Lecture slides (posted after each class)
- Data sets

and for contributing to Discussions.

Textbooks

People analytics is an emerging field and there are no formal “textbooks” available—yet! We will rely on recent and classic academic, professional, and popular articles.

We will also use Harvard Business School case studies and other copyrighted material via StudyNet. **These materials will cost \$30-\$50 in total in addition to the course fee.** The materials will be available for purchase in Canvas via the StudyNet link. You will be able to save a receipt.

There is a book coming out around July 27, that is highly recommended for anyone interested in this subject and will likely be required for future offerings of this course.

- Ferrar, J. and Green, D. (2021). **Excellence in people analytics: How to use workforce data to create business value.** KoganPage.

Some other recommended texts:

- Dearborn, J. and Swanson, D. (2018). **The data driven leader: A powerful approach to delivering measurable business impact through people analytics.** Wiley.
- Guenole, N., Ferrar, J. and Feinzig, S. (2017). **The power of people: Learn how successful organizations use workforce analytics to improve business performance.** Pearson Education.

Other people analytics books will be referenced and discussed in class.

There will be readings every week, typically seminal or current people analytics articles. You only need to complete the *Required Readings*. *Recommended Readings* are optional and for additional context. *Further Readings* are optional and useful for anyone wanting to do a deep dive into the topic. These readings have been carefully curated for you.

Preparation

For the first class, please select and read one article from David Green’s selection of the Best People Analytics Articles of 2020. Come to class prepared to discuss why the article appealed to you, offer a key takeaway to share with your classmates, and any questions you might have for the author(s).

Preparation for subsequent classes will be reviewed in class. We rely on the latest research, examples, and opinion pieces so there might be some changes to what is listed in the syllabus. Preparation consists of reading and preparing for case study discussions.

The required preparation should take approximately 60-90 minutes for each weekly class.

Confirmed Guest Speakers

- [Allison Baum Gates](#), General Partner, [SemperVirens Venture Capital](#)
- [Cole Napper](#), Director, People Science & Analytics, [KeepTruckin](#)
- [Dan Udoutch](#), Co-founder & CEO, [R-Squared AI](#)
- [John Sumser](#), Principal Analyst, HRExaminer
- [Kate O’Brien](#), Director, People Strategy & Analytics, [The Broad Institute of MIT and Harvard](#)
- [Manisha Gupta](#), Global Head, Product - GTM and People Analytics, [Oracle](#)
- [Rob King](#), Head of People Analytics, [Takeda](#)
- [Tony Truong](#), Head of People Analytics and Workforce Strategy, [Nike](#)

Please Note: Speakers are matched with topic but there may be some changes to accommodate speakers’ availability. Guest speakers might also be grouped into panels. Guest speakers will have 30-45 minutes to interact directly with the class.

Weekly Outline

All classes are 90 minutes, with at least one 5- or 10-minute break, as and when needed. We will also discuss current “hot topics” as they emerge during the 8-week course.

Module 1: June 29

Topics

- Welcome and introductions
- Course overview and class charter
- People analytics history and context

Module 2: July 6

Topics

- Starting & scaling people analytics teams
- Frameworks & models

Module 3: July 13

Topics

- Data & metrics
- Human capital metrics in financial statements

Module 4: July 20

Topics

- Employee listening
- Organizational network analysis (ONA)

Module 5: July 27

Topics

- Organizational change and leadership
- Storytelling with data

Module 6: August 3

Topics

- Internal labor markets
- Workforce planning

Module 7: August 10

Topics

- Ethical use of HR data
- Artificial intelligence (AI) in people analytics
- HR analytics technology

Module 8: August 17

Topics

- The future of work
- People analytics community and careers
- Wrap-up

