

# HRIR 6111 Using Data and Metrics in HRIR

Sec 001, Fall Term, 4 credits

## Course Instructor

### Prof. Colleen Flaherty Manchester

Associate Professor  
Department of Work and Organizations  
University of Minnesota, Twin Cities  
Carlson School of Management  
**Email:** [cmanch@umn.edu](mailto:cmanch@umn.edu)

**Office Hours:** *Fridays in fall semester, 9:30am to 11:00am CT*

**Zoom office:** 938 715 4688 (also can access via Canvas Zoom tab)

## Teaching Assistant & Facilitators

### Amber DeWitt

**Email:** [moody163@umn.edu](mailto:moody163@umn.edu)  
**Office Hours:** Thursdays, 11:00am-12:00pm CT (access via Canvas Zoom tab)

### Course facilitators\*

*\*please contact if having technical issues during lecture or lab*

**Lecture:** Samty Xiong ([xiong962@umn.edu](mailto:xiong962@umn.edu) (<mailto:xiong962@umn.edu>))

**Lab:** Austin Haas ([haas0194@umn.edu](mailto:haas0194@umn.edu) (<mailto:haas0194@umn.edu>))

## Course Description, Goals, & Objectives

This course will prepare you with the necessary tools for using data analysis to inform HR decision-making. The methods taught in this course include both descriptive statistics and statistical inference, with extensive use of data visualization and hypothesis testing. Statistics covered include the mean, variance, correlation, and multivariate regression models, which will be applied to decisions in core HR areas, including staffing, training, and workforce surveys. You will evaluate data and apply statistical tools using Excel, practice data visualization using Tableau, and communicate recommendations for HR

actions based on these analyses. Identification of the appropriate data summaries and statistical techniques for analyzing a variety of HR problems will be emphasized as well as the potential pitfalls from of using inappropriate techniques to make you a savvy consumer of data as an HR professional.

Learning Objectives: The goals of this course are for you to:

- Think critically about data and metrics for HR decision making;
- Use Excel to organize, manipulate, and analyze data;
- Use Tableau to visualize data and findings to facilitate communication;
- Understand the logic underlying statistical significance;
- Apply appropriate statistical analysis to data to answer HR questions with understanding of limitations;
- Effectively interpret, communicate, and present results from statistical analysis into actionable recommendations for HR.

## Course Prerequisites

Enrolled in MA-HRIR (first year cohort)

## Course Delivery Methodology

Remote delivery plus asynchronous online modules to review

## Tennessee Warning Notice Pursuant to MN Department of Administration's Data Practices

To make this class more accessible to all enrolled students, we intend to record all class lectures and discussions. Since your audio/video may be part of those recordings we are informing you. Along with the instructor and teaching assistants, these recordings will be shared with only the students enrolled in the class during this semester, in accordance with FERPA regulations.

## Course Meeting Information

**Time: Wednesdays, 8am to 11am CT**

**Place:** Zoom; access Zoom via Canvas

## Lecture and lab sessions

**Lectures:** Students are expected to acquire foundational knowledge via on-line modules **prior to class** and complete comprehension checks (by 6:00pm CT on date due). In a typical week, you will watch approximately 3 to 4 modules. Synchronous lecture will review foundational material as needed based

on student response to comprehension checks as well as introduce and practice more advanced statistical concepts. Part of lecture will be devoted to practice problems, problem sets, and HR problem-solving scenarios in small groups. We will use breakout rooms during Zoom for these small group activities.

Basic lecture notes will be accessible on the course website before class; however, adjustments based on feedback or in-class questions will not be included in those slides. Additional exercises with solutions (posted with delay) will be posted on Canvas each week.

You will be assigned to one of two class “partitions”; this will determine whether you have lecture from 8:00am to 9:25am or lecture from 9:35am to 11:00am. The aim of this is to have a smaller class facilitate participation; students are expected to contribute to the class by offering their own relevant experiences, insights, and questions.

### **Lab:**

The weekly lab provides you with the opportunity to apply statistical concepts to datasets using the data and statistical analysis features in Excel and use of Tableau for additional data visualization. Students will learn and execute procedures for analyzing data as well as practice interpreting statistical output and visualizing the findings. Practice problems assigned during lab will be tailored to help students with mastering concepts tested in the problem sets, cases, and on the midterms. Time will also be dedicated to the working on problem sets and case projects.

You will be assigned to one of two class “partitions”; this will determine whether you have lab from 8:00am to 9:25am or lab from 9:35am to 11:00am.

## Groups and Assignments

### **Groups:**

You will be assigned to a group of 2 to 3 other students. You’ll use these set groups to complete Part B of problem set assignments and group-component of case assignments. In general, you’ll spend breakout sessions in lab with this group; breakout sessions during lecture will use different mixes of students.

### **Assignments:**

In order to master statistical analysis, practice is a must! There are six problem sets to facilitate this practice, with the goal of applying the tools you’ve learned in lecture, lab, modules, and the readings. Each problem set has two components: Part A, which is completed individually and focuses more on concepts, and Part B which is completed as a group and focuses on data analysis. Only **five problem sets** will count in your final grade (i.e., the problem set with the lowest total score – Part A plus Part B – will be dropped from your grade). Your answers for Part A of problem sets will be entered on Canvas as a multiple choice; Part B will be a file uploaded by one member of your group. Note: Any file you submit should be professional quality, with complete sentences and with **labels** on any included tables or

figures that are understandable to an outside audience (colleagues, managers, and clients, etc.). You can work with other students in completing assignments, but each student needs to submit his/her own answer.

## **Cases**

To develop a deeper understanding of statistical analysis and its application to HR decision-making, you will complete three cases. Cases 1 and 2 have an individual and a group component; Case 3 is completed fully individually. Groups will be assigned in week 2.

***Assignments due by 10pm on due date (see Canvas). Late assignments receive 0 points. Exceptions for illness will be made, but need to contact TA on or before due date.***

## Exams

There are two midterms that will draw from material presented and discussed in lectures, labs, modules, readings, problem sets, and in-class problems. There is no final exam.

The first midterm on **in week 6** covers material through Week 5 and the second midterm on **in week 12**, and is cumulative, yet focuses more on material from Weeks 7 to 11. Students are expected to take the test on the scheduled date and time; all students will take exam from 9:00am to 10:30am. Possible exceptions include serious illness, family emergency, or legitimate conflict with recognized University activities. If you experience such an event, you must contact Prof. Manchester to request a make-up. Please make these arrangements as soon as you are aware of the conflict (before the exam, if possible).

## Participation

Students are expected to view online modules, complete comprehension checks, and review any assigned readings in preparation for class time on Wednesdays. Your participation grade will be based on your timely completion of the on-line comprehension checks, in-class participation on exercises, and your contribution to classroom discussion (lecture and lab). To help us all be better consumers of data (and boost your participation points), I encourage you to send Professor Manchester links to data/charts/video you run into during relevant to the course along with a short reaction to it (1-2 sentences) and she'll incorporate the visual into class!

## Grading

### **Grading:**

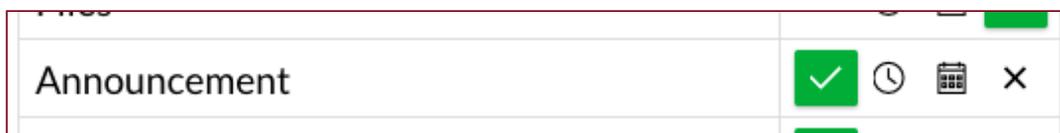
Final grades in the course will be computed using the following point allocation.

Problem Sets (Five).....	20 %
Midterms (Two).....	20 %

Case 1A and 2A (Group case components).....	15 %
Case 1B and 2B (Individual case components) .....	15%
Case 3 (Individual Case) .....	20 %
Participation.....	10%

## Communication and Canvas Notifications

The **Canvas Notifications** system is the communication tool that we will use in this for course-relevant announcements. If you have not altered your notification settings, you will receive course announcements in your UMN email immediately when they are made. If you have altered your notification setting for announcements, you can reset Canvas to deliver email notification to your UMN address as below.



You may also choose to receive notifications through additional channels including a personal email address, push notifications if you have the Canvas app on your phone, or text message to your phone. Add those additional channels through your **Canvas Settings**.

## Textbook & Reading Materials

### Required Course Materials

Online modules or readings posted on Canvas by week; no required textbook

### Optional Course Materials

#### **Optional Textbook:**

Moore, McCabe, Duckworth, and Alwan. *The Practice of Business Statistics: Using Data for Decisions*, Second Edition, New York: W.H. Freeman, 2008.

#### **Supplemental Reading: Recommended for those needing extra instruction**

- Utts, Jessica M. *Seeing Through Statistics*, Second Edition, Pacific Grove, CA: Duxbury, 1999. Chapters 7-11, 20-21

## Test Proctoring

This course may utilize online proctoring software on course assessments to ensure course outcome integrity and equity in knowledge assessments for all students. The University’s online proctoring solution is Proctorio. Proctorio is easy-to-use, scalable, privacy-focused, and **FERPA-compliant**

<https://proctorio.com/ferpa>. Visit the [University's site on student Proctorio use](#) <https://it.umn.edu/services-technologies/how-tos/proctorio-student-guide> for additional information, as well as [Proctorio's own privacy site](#) <https://proctorio.com/about/privacy>

## Assignments & Grading

### Attendance Requirement & Penalties

Attendance in lecture and lab sessions is required; if student cannot attend lecture or lab, TA and Instructor need to be notified in advance. While exceptions will be made for illness, more than one unexcused absence will negatively affect participation grade.

### Make-up for Missed Attendance, Assignments, & Exams

Please review the [university policy on make-up work](#) <https://policy.umn.edu/education/makeupwork>

## Carlson Course Grading Policy

Carlson School uses a grading policy based upon a class median aggregate GPA. Learn more about the [Carlson Course Grading Policy](#) [https://z.umn.edu/policy-carlson\\_graduate\\_grading](https://z.umn.edu/policy-carlson_graduate_grading).

## Carlson Grading Guidelines

In Spring 2019 the faculty of the Carlson School approved grading guidelines for UG courses that strongly encourage instructors to use criterion-based grading. Criterion-based grading changes the message from students competing with each other to students working to meet instructor expectations. It is the responsibility of the instructor to set the rigor of the course and design appropriate assessments so that differences in course achievement are reflected in differences in grades. Faculty hope this would encourage a collaborative learning environment that reduces incentives for hypercompetitive behavior.

## Carlson & University Policies

### Student Academic Misconduct and Scholastic Dishonesty

The Carlson School defines academic misconduct as any act by a student that misrepresents the student's own academic work or that compromises the academic work of another. Scholastic misconduct includes (but is not limited to) cheating on assignments or examinations, plagiarizing, i.e., misrepresenting as one's own work any work done by another, submitting the same paper, or substantially similar papers, to meet the requirement of more than one course without the approval and consent of the instructors concerned, or sabotaging another's work. Within this general definition, however, instructors determine what constitutes academic misconduct in the courses they teach.

Students found guilty of academic misconduct face penalties ranging from lowering of the course grade or awarding a grade of F or N for the entire course, to suspension from the University.

Review the **Student Conduct Code** ([https://z.umn.edu/policy-carlson\\_student\\_conduct\\_code](https://z.umn.edu/policy-carlson_student_conduct_code)) and **Student Conduct and Academic Integrity website** ([https://z.umn.edu/student\\_conduct\\_academic\\_integrity](https://z.umn.edu/student_conduct_academic_integrity)).

If you are interested in learning more about how to cite sources and avoid plagiarism, U of M libraries offers online **tutorials and tools related to citations** ([https://z.umn.edu/research\\_citation\\_tools](https://z.umn.edu/research_citation_tools)). You can also visit the **Center for Writing** ([https://z.umn.edu/center\\_for\\_writing](https://z.umn.edu/center_for_writing)) for additional assistance.

## Accommodations for Students with Disabilities

The University of Minnesota is committed to providing all students equal access to learning opportunities.

The Disability Resource Center (DRC) is the campus office that works with students who have disabilities to provide and/or arrange reasonable accommodations. Students registered with the DRC, who have a letter requesting accommodations, are encouraged to contact the instructor early in the semester. Students who have, or think they may have, a disability (e.g. psychiatric, attention, learning, vision, hearing, physical, or systemic), are invited to contact the DRC for a confidential discussion at 612-626-1333 (V/TTY) or at [drc@umn.edu](mailto:drc@umn.edu) (<mailto:drc@umn.edu>). Additional information is available on the **Disability Resource Center website** ([https://z.umn.edu/disability\\_resource\\_center](https://z.umn.edu/disability_resource_center)).

## Title IX

**Title IX** ([https://z.umn.edu/title\\_ix\\_process](https://z.umn.edu/title_ix_process)) prohibits sex discrimination, including sexual harassment, sexual assault, stalking, and relationship violence, in education.

## Students with Mental Health and Stress Management

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. University of Minnesota services are available to assist you with addressing these and other concerns you may be experiencing. Learn more about the broad range of confidential **mental health services** ([https://z.umn.edu/mental\\_health\\_services](https://z.umn.edu/mental_health_services)) available on campus.

## Student Writing Support

As a student, you may experience challenges in your writing. The University of Minnesota has a **student writing support resource** ([https://z.umn.edu/student\\_writing\\_support](https://z.umn.edu/student_writing_support)) to help with your writing.

## Additional University Policies

1. Grade definitions from the Administrative Policy: **[Grading and Transcripts: Twin Cities, Crookston, Morris, Rochester](https://z.umn.edu/policy-grading_definitions_transcripts)** **(https://z.umn.edu/policy-grading\_definitions\_transcripts)**.
2. Scholastic Dishonesty (see Board of Regents Policy: **[Student Conduct Code](https://z.umn.edu/policy-student_conduct_code)** **(https://z.umn.edu/policy-student\_conduct\_code)** and the Administrative Policy: **[Teaching and Learning: Instructor and Unit Responsibilities: Twin Cities, Morris, Rochester](https://z.umn.edu/policy-instructor_unit_responsibilities)** **(https://z.umn.edu/policy-instructor\_unit\_responsibilities)**).
3. Administrative Policy: **[Makeup Work for Legitimate Absences: Twin Cities, Crookston, Morris, Rochester](https://z.umn.edu/policy-makeup_work)** **(https://z.umn.edu/policy-makeup\_work)**
4. Board of Regents Policy: **[Student Conduct Code](https://z.umn.edu/policy-student_conduct_code)** **(https://z.umn.edu/policy-student\_conduct\_code)**; Administrative Policy: **[Teaching and Learning: Student Responsibilities \(Twin Cities, Crookston, Morris, Rochester\)](https://z.umn.edu/policy-student_responsibilities)** **(https://z.umn.edu/policy-student\_responsibilities)**
5. Board of Regents Policy: **[Sexual Harassment, Sexual Assault, Stalking and Relationship Violence](https://z.umn.edu/policy-sexual_harassment_assault_stalking_relationship_violence)** **(https://z.umn.edu/policy-sexual\_harassment\_assault\_stalking\_relationship\_violence)**
6. Board of Regents Policy: **[Equity, Diversity, Equal Employment Opportunity, and Affirmative Action](https://z.umn.edu/policy-equity_diversity_eo_aa)** **(https://z.umn.edu/policy-equity\_diversity\_eo\_aa)**
7. Board of Regents Policy: **[Disability Services](https://z.umn.edu/policy-disability_services)** **(https://z.umn.edu/policy-disability\_services)**
8. Board of Regents Policy: **[Academic Freedom and Responsibility](https://z.umn.edu/policy-academic_freedom_responsibility)** **(https://z.umn.edu/policy-academic\_freedom\_responsibility)**

## Course Summary:

Date	Details	Due
Tue Sep 8, 2020	 <b><u><a href="https://canvas.umn.edu/courses/198281/assignments/1344105">Comprehension Check: Module 1</a></u></b> <b><u>(https://canvas.umn.edu/courses/198281/assignments/1344105)</u></b>	due by 6:05pm
	 <b><u><a href="https://canvas.umn.edu/courses/198281/assignments/1344106">Comprehension Check: Module 2</a></u></b> <b><u>(https://canvas.umn.edu/courses/198281/assignments/1344106)</u></b>	due by 6:10pm
Wed Sep 9, 2020	 <b><u><a href="https://canvas.umn.edu/calendar?event_id=318052&amp;include_contexts=course_198281">HRIR 6111 Data and Metrics - Week 1 Guest Speaker</a></u></b> <b><u>(https://canvas.umn.edu/calendar?event_id=318052&amp;include_contexts=course_198281)</u></b>	8am to 8:45am
	 <b><u><a href="https://canvas.umn.edu/calendar?event_id=350986&amp;include_contexts=course_198281">HRIR 6111 - Session 1 Lab</a></u></b> <b><u>(https://canvas.umn.edu/calendar?event_id=350986&amp;include_contexts=course_198281)</u></b>	8:55am to 10:10am

Date	Details	Due
	 <b><u>HRIR 6111 - Session 1 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=324745&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=324745&amp;include_contexts=course_198281</a>	8:55am to 9:55am
	 <b><u>HRIR 6111 - Session 2 Lab</u></b> <a href="https://canvas.umn.edu/calendar?event_id=351018&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=351018&amp;include_contexts=course_198281</a>	10am to 11:15am
	 <b><u>HRIR 6111 - Session 2 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=324789&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=324789&amp;include_contexts=course_198281</a>	10am to 11am
Thu Sep 10, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368778&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368778&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Sep 11, 2020	 <b><u>HRIR 6111- Office Hours with Prof. CM</u></b> <a href="https://canvas.umn.edu/calendar?event_id=324973&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=324973&amp;include_contexts=course_198281</a>	9:30am to 11am
Tue Sep 15, 2020	 <b><u>Comprehension Check: Module 3</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1398552">https://canvas.umn.edu/courses/198281/assignments/1398552</a>	due by 6:15pm
Wed Sep 16, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460312&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=460312&amp;include_contexts=course_198281</a>	8am to 9:45am
	 <b><u>HRIR 6111 Session 2 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=393792&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=393792&amp;include_contexts=course_198281</a>	9:35am to 11:05am
Thu Sep 17, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368779&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368779&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Sep 18, 2020	 <b><u>HRIR 6111 Data &amp; Metrics Office hours (Manchester)</u></b> <a href="https://canvas.umn.edu/calendar?event_id=400823&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=400823&amp;include_contexts=course_198281</a>	9:30am to 11am

Date	Details	Due
Mon Sep 21, 2020	 <b><u>Problem Set 1A - Individual</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1329469">(<a href="https://canvas.umn.edu/courses/198281/assignments/1329469">https://canvas.umn.edu/courses/198281/assignments/1329469</a>)</a>	due by 10pm
	 <b><u>Problem Set 1B - Group part</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291253">(<a href="https://canvas.umn.edu/courses/198281/assignments/1291253">https://canvas.umn.edu/courses/198281/assignments/1291253</a>)</a>	due by 10pm
Tue Sep 22, 2020	 <b><u>Comprehension Check: Module 4</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1398554">(<a href="https://canvas.umn.edu/courses/198281/assignments/1398554">https://canvas.umn.edu/courses/198281/assignments/1398554</a>)</a>	due by 6pm
	 <b><u>Comprehension Check: Module 5</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1398555">(<a href="https://canvas.umn.edu/courses/198281/assignments/1398555">https://canvas.umn.edu/courses/198281/assignments/1398555</a>)</a>	due by 6pm
Wed Sep 23, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460313&amp;include_contexts=course_198281">(<a href="https://canvas.umn.edu/calendar?event_id=460313&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=460313&amp;include_contexts=course_198281</a>)</a>	8am to 9:45am
	 <b><u>HRIR 6111 Session 2 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=393793&amp;include_contexts=course_198281">(<a href="https://canvas.umn.edu/calendar?event_id=393793&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=393793&amp;include_contexts=course_198281</a>)</a>	9:35am to 11:05am
Thu Sep 24, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368780&amp;include_contexts=course_198281">(<a href="https://canvas.umn.edu/calendar?event_id=368780&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368780&amp;include_contexts=course_198281</a>)</a>	11am to 12pm
Fri Sep 25, 2020	 <b><u>HRIR 6111 Office Hours with Professor Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=411472&amp;include_contexts=course_198281">(<a href="https://canvas.umn.edu/calendar?event_id=411472&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=411472&amp;include_contexts=course_198281</a>)</a>	9:30am to 11am
Mon Sep 28, 2020	 <b><u>Problem Set 2A - Individual</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1416057">(<a href="https://canvas.umn.edu/courses/198281/assignments/1416057">https://canvas.umn.edu/courses/198281/assignments/1416057</a>)</a>	due by 10pm
	 <b><u>Problem Set 2B - Group</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291254">(<a href="https://canvas.umn.edu/courses/198281/assignments/1291254">https://canvas.umn.edu/courses/198281/assignments/1291254</a>)</a>	due by 10pm
Tue Sep 29, 2020	 <b><u>Module 6: Comprehension Check</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1398557">(<a href="https://canvas.umn.edu/courses/198281/assignments/1398557">https://canvas.umn.edu/courses/198281/assignments/1398557</a>)</a>	due by 6pm

Date	Details	Due
Wed Sep 30, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460314&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=460314&amp;include_contexts=course_198281)         </a>	8am to 9:45am
	 <b><u>HRIR 6111 Session 2 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=393794&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=393794&amp;include_contexts=course_198281)         </a>	9:35am to 11:05am
Thu Oct 1, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368781&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=368781&amp;include_contexts=course_198281)         </a>	11am to 12pm
Fri Oct 2, 2020	 <b><u>HRIR 6111 Office hours with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=418883&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=418883&amp;include_contexts=course_198281)         </a>	9:30am to 11am
Mon Oct 5, 2020	 <b><u>Problem Set 3A - Individual</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1431784">           (https://canvas.umn.edu/courses/198281/assignments/1431784)         </a>	due by 10pm
	 <b><u>Problem Set 3B - Group</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291255">           (https://canvas.umn.edu/courses/198281/assignments/1291255)         </a>	due by 10pm
Tue Oct 6, 2020	 <b><u>Submit Review Questions/Topics</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1438201">           (https://canvas.umn.edu/courses/198281/assignments/1438201)         </a>	due by 3:05pm
Wed Oct 7, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460315&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=460315&amp;include_contexts=course_198281)         </a>	8am to 9:45am
	 <b><u>HRIR 6111 Session 2 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=393795&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=393795&amp;include_contexts=course_198281)         </a>	9:35am to 11:05am
	 <b><u>HRIR 6111 Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=422628&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=422628&amp;include_contexts=course_198281)         </a>	3:30pm to 4:15pm

Date	Details	Due
Thu Oct 8, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368782&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368782&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Oct 9, 2020	 <b><u>HRIR 6111 Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=422621&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=422621&amp;include_contexts=course_198281</a>	9:30am to 11am
Mon Oct 12, 2020	 <b><u>HRIR 6111 Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=422623&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=422623&amp;include_contexts=course_198281</a>	10:30am to 11:15am
Tue Oct 13, 2020	 <b><u>HRIR 6111 (001) Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=425273&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=425273&amp;include_contexts=course_198281</a>	3:30pm to 4:15pm
Tue Oct 13, 2020	 <b><u>Practice Midterm I - Show Work Upload (test)</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1443882">https://canvas.umn.edu/courses/198281/assignments/1443882</a>	due by 1pm
Wed Oct 14, 2020	 <b><u>HRIR 6111 Professor Manchester during Midterm I (if you have questions)</u></b> <a href="https://canvas.umn.edu/calendar?event_id=426403&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=426403&amp;include_contexts=course_198281</a>	9am to 10:30am
Wed Oct 14, 2020	 <b><u>Midterm Exam 1</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291969">https://canvas.umn.edu/courses/198281/assignments/1291969</a>	due by 10:40am
Wed Oct 14, 2020	 <b><u>Upload notes and work for Midterm I</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1455471">https://canvas.umn.edu/courses/198281/assignments/1455471</a>	due by 10:55am
Thu Oct 15, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368783&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368783&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Oct 16, 2020	 <b><u>HRIR 6111 (001) Office Hours with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=428142&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=428142&amp;include_contexts=course_198281</a>	9:30am to 10:30am

Date	Details	Due
Wed Oct 21, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460316&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=460316&amp;include_contexts=course_198281)         </a>	8am to 9:45am
	 <b><u>HRIR 6111 Session 2 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=393797&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=393797&amp;include_contexts=course_198281)         </a>	9:35am to 11:05am
Thu Oct 22, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368784&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=368784&amp;include_contexts=course_198281)         </a>	11am to 12pm
Fri Oct 23, 2020	 <b><u>HRIR 6111 Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=432545&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=432545&amp;include_contexts=course_198281)         </a>	9:30am to 10:30am
Mon Oct 26, 2020	 <b><u>HRIR 6111 Material practice with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=438222&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=438222&amp;include_contexts=course_198281)         </a>	3pm to 3:30pm
Tue Oct 27, 2020	 <b><u>Module 7: Comprehension Check</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1466213">           (https://canvas.umn.edu/courses/198281/assignments/1466213)         </a>	due by 6pm
Wed Oct 28, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460317&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=460317&amp;include_contexts=course_198281)         </a>	8am to 9:45am
Thu Oct 29, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368785&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=368785&amp;include_contexts=course_198281)         </a>	11am to 12pm
	 <b><u>Case 1A</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291301">           (https://canvas.umn.edu/courses/198281/assignments/1291301)         </a>	due by 10pm
Fri Oct 30, 2020	 <b><u>HRIR 6111 (001) Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=438021&amp;include_contexts=course_198281">           (https://canvas.umn.edu/calendar?event_id=438021&amp;include_contexts=course_198281)         </a>	9:30am to 10:30am

Date	Details	Due
Mon Nov 2, 2020	 <b><u>HRIR 6111 Material practice with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=438223&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=438223&amp;include_contexts=course_198281</a>	3pm to 3:30pm
	 <b><u>Case 1B</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1479700">https://canvas.umn.edu/courses/198281/assignments/1479700</a>	due by 10pm
Tue Nov 3, 2020	 <b><u>Module 8: Comprehension Check</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1478508">https://canvas.umn.edu/courses/198281/assignments/1478508</a>	due by 6:05pm
	 <b><u>Module 9: Comprehension Check</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1478509">https://canvas.umn.edu/courses/198281/assignments/1478509</a>	due by 6:05pm
Wed Nov 4, 2020	 <b><u>HRIR 6111 Lecture</u></b> <a href="https://canvas.umn.edu/calendar?event_id=460318&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=460318&amp;include_contexts=course_198281</a>	8am to 9:45am
Thu Nov 5, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368786&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368786&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Nov 6, 2020	 <b><u>HRIR 6111 (001) Office hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=441831&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=441831&amp;include_contexts=course_198281</a>	9:30am to 10:30am
Mon Nov 9, 2020	 <b><u>HRIR 6111 (001) Questions on assignments</u></b> <a href="https://canvas.umn.edu/calendar?event_id=443063&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=443063&amp;include_contexts=course_198281</a>	11am to 11:30am
	 <b><u>HRIR 6111 Material practice with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=438224&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=438224&amp;include_contexts=course_198281</a>	3pm to 3:30pm
Tue Nov 10, 2020	 <b><u>Module 10: Comprehension Check</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1487351">https://canvas.umn.edu/courses/198281/assignments/1487351</a>	due by 6pm

Date	Details	Due
Wed Nov 11, 2020	 <b><u>HRIR 6111 Lecture</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=460319&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=460319&amp;include_contexts=course_198281</a> )	8am to 9:45am
Thu Nov 12, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=368787&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368787&amp;include_contexts=course_198281</a> )	11am to 12pm
Fri Nov 13, 2020	 <b><u>HRIR 6111 (001) Office hours</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=445373&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=445373&amp;include_contexts=course_198281</a> )	9:30am to 10:30am
	 <b><u>Problem Set 4A - individual</u></b> ( <a href="https://canvas.umn.edu/courses/198281/assignments/1469241">https://canvas.umn.edu/courses/198281/assignments/1469241</a> )	due by 10pm
	 <b><u>Problem Set 4B - Group</u></b> ( <a href="https://canvas.umn.edu/courses/198281/assignments/1291256">https://canvas.umn.edu/courses/198281/assignments/1291256</a> )	due by 10pm
Mon Nov 16, 2020	 <b><u>HRIR 6111 (001) Questions on assignments</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=443064&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=443064&amp;include_contexts=course_198281</a> )	11am to 11:30am
	 <b><u>HRIR 6111 Material practice with Prof. Manchester</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=438225&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=438225&amp;include_contexts=course_198281</a> )	3pm to 3:30pm
	Tue Nov 17, 2020	 <b><u>Midterm II Review Questions</u></b> ( <a href="https://canvas.umn.edu/courses/198281/assignments/1496495">https://canvas.umn.edu/courses/198281/assignments/1496495</a> )
Wed Nov 18, 2020	 <b><u>HRIR 6111 Lecture</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=460320&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=460320&amp;include_contexts=course_198281</a> )	8am to 9:30am
Thu Nov 19, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> ( <a href="https://canvas.umn.edu/calendar?event_id=368788&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368788&amp;include_contexts=course_198281</a> )	11am to 12pm

Date	Details	Due
Fri Nov 20, 2020	 <b><u>HRIR 6111 Office Hours</u></b> <a href="https://canvas.umn.edu/calendar?event_id=449075&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=449075&amp;include_contexts=course_198281</a>	9:30am to 10:30am
Sun Nov 22, 2020	 <b><u>Problem Set 5A - Individual</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1488464">https://canvas.umn.edu/courses/198281/assignments/1488464</a>	due by 10pm
	 <b><u>Problem Set 5B - Group</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291257">https://canvas.umn.edu/courses/198281/assignments/1291257</a>	due by 10pm
Mon Nov 23, 2020	 <b><u>HRIR 6111 (001) Questions on assignments</u></b> <a href="https://canvas.umn.edu/calendar?event_id=443065&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=443065&amp;include_contexts=course_198281</a>	11am to 11:30am
	 <b><u>HRIR 6111 Material practice with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=438226&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=438226&amp;include_contexts=course_198281</a>	3pm to 3:30pm
Wed Nov 25, 2020	 <b><u>HRIR 6111 Midterm</u></b> <a href="https://canvas.umn.edu/calendar?event_id=447784&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=447784&amp;include_contexts=course_198281</a>	9am to 11am
	 <b><u>Midterm 2 Exam</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291949">https://canvas.umn.edu/courses/198281/assignments/1291949</a>	due by 11am
	 <b><u>Upload midterm II materials</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1512020">https://canvas.umn.edu/courses/198281/assignments/1512020</a>	due by 11:15am
Mon Nov 30, 2020	 <b><u>HRIR 6111 (001) Questions on assignments</u></b> <a href="https://canvas.umn.edu/calendar?event_id=443066&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=443066&amp;include_contexts=course_198281</a>	11am to 11:30am
Wed Dec 2, 2020	 <b><u>HRIR 6111 Lecture 12/2 Guests 9:15</u></b> <a href="https://canvas.umn.edu/calendar?event_id=447785&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=447785&amp;include_contexts=course_198281</a>	8am to 10am

Date	Details	Due
Thu Dec 3, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368790&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368790&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Dec 4, 2020	 <b><u>HRIR 6111 Office hours with Prof. CM</u></b> <a href="https://canvas.umn.edu/calendar?event_id=456730&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=456730&amp;include_contexts=course_198281</a>	9:30am to 10:30am
Mon Dec 7, 2020	 <b><u>HRIR 6111 (001) Questions on assignments</u></b> <a href="https://canvas.umn.edu/calendar?event_id=443067&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=443067&amp;include_contexts=course_198281</a>	11am to 11:30am
Mon Dec 7, 2020	 <b><u>HRIR 6111 Material practice with Prof. Manchester</u></b> <a href="https://canvas.umn.edu/calendar?event_id=438228&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=438228&amp;include_contexts=course_198281</a>	3pm to 3:30pm
Tue Dec 8, 2020	 <b><u>Comprehension Check 11</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1522755">https://canvas.umn.edu/courses/198281/assignments/1522755</a>	due by 6pm
Tue Dec 8, 2020	 <b><u>Employee listening guest speaker</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1522057">https://canvas.umn.edu/courses/198281/assignments/1522057</a>	due by 6pm
Thu Dec 10, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368791&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368791&amp;include_contexts=course_198281</a>	11am to 12pm
Thu Dec 10, 2020	 <b><u>Case 2A</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291306">https://canvas.umn.edu/courses/198281/assignments/1291306</a>	due by 10pm
Fri Dec 11, 2020	 <b><u>HRIR 6111 (001) Office Hours with CM</u></b> <a href="https://canvas.umn.edu/calendar?event_id=462850&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=462850&amp;include_contexts=course_198281</a>	9:30am to 10:30am
Sun Dec 13, 2020	 <b><u>Case 2B</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291930">https://canvas.umn.edu/courses/198281/assignments/1291930</a>	due by 10pm

Date	Details	Due
Mon Dec 14, 2020	 <b><u>HRIR 6111 (001) Questions on assignments</u></b> <a href="https://canvas.umn.edu/calendar?event_id=443068&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=443068&amp;include_contexts=course_198281</a>	11am to 11:30am
	 <b><u>HRIR 6111 (001) Questions on assignments or material</u></b> <a href="https://canvas.umn.edu/calendar?event_id=464581&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=464581&amp;include_contexts=course_198281</a>	3pm to 3:30pm
	 <b><u>HRIR 6111 Lab</u></b> <a href="https://canvas.umn.edu/calendar?event_id=467349&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=467349&amp;include_contexts=course_198281</a>	9:30am to 11am
Wed Dec 16, 2020	 <b><u>Problem set 6A</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1522809">https://canvas.umn.edu/courses/198281/assignments/1522809</a>	due by 10pm
	 <b><u>Problem Set 6B - Group</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291310">https://canvas.umn.edu/courses/198281/assignments/1291310</a>	due by 10pm
Thu Dec 17, 2020	 <b><u>HRIR 6111- Office Hours with TA Amber</u></b> <a href="https://canvas.umn.edu/calendar?event_id=368792&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=368792&amp;include_contexts=course_198281</a>	11am to 12pm
Fri Dec 18, 2020	 <b><u>HRIR 6111 (001) OH with Prof. CM</u></b> <a href="https://canvas.umn.edu/calendar?event_id=468291&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=468291&amp;include_contexts=course_198281</a>	2pm to 3pm
Mon Dec 21, 2020	 <b><u>HRIR 6111 (001) OH with Prof. CM</u></b> <a href="https://canvas.umn.edu/calendar?event_id=468292&amp;include_contexts=course_198281">https://canvas.umn.edu/calendar?event_id=468292&amp;include_contexts=course_198281</a>	10:30am to 12pm
Tue Dec 22, 2020	 <b><u>Case 3</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1291312">https://canvas.umn.edu/courses/198281/assignments/1291312</a>	due by 5pm
	 <b><u>Case 2B Partner Sign Up</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1524780">https://canvas.umn.edu/courses/198281/assignments/1524780</a>	
	 <b><u>Peer Group Assessment</u></b> <a href="https://canvas.umn.edu/courses/198281/assignments/1552808">https://canvas.umn.edu/courses/198281/assignments/1552808</a>	

Date	Details	Due
	 <b><u>Practice Midterm I</u></b> <b><u>(<a href="https://canvas.umn.edu/courses/198281/assignments/1442990">https://canvas.umn.edu/courses/198281/assignments/1442990</a>)</u></b>	