

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	HR Analytics
COURSE CODE	04MB0320
COURSE CREDITS	03
COURSE DURATION	42 Hrs (42 Sessions of 60 Minutes Each)

COURSE OUTCOMES:

- ❖ To interpret the concepts, tools and techniques of HR Analytics.
- ❖ To analyze the concepts of HCM:21 model of HR Analytics.
- ❖ To apply appropriate measures for data collection and data visualization in HR.
- ❖ To choose a predictive modelling tool for HR data analysis.
- ❖ To elaborate analytics for HR decision making.

COURSE CONTENTS:

Unit No	Unit / Sub Unit	Sessions
I	HR Decision-making and HR Analytics: Introduction, HR Decision-making, Importance, Significance and Benefits of HR Analytics, Steps to Implement HR Analytics, Critical HR Decision-making and HR Analytics, HR Analytics and Changing Role of HR Managers, Aligning Human Resources to Business Through HR Analytics, Steps for Alignment of HR Analytics with Business Goals and Strategies, Applications of HR and Descriptive, Predictive and Prescriptive Analytics. Case study.	9
II	The HCM:21 Model: Scanning the market & managing the risk, the new face of workforce planning, process analysis and process optimization, turning data into business intelligence. HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, HR Scorecard, HR Dashboards.	8
III	Communicating with data and visuals: Data requirements, identifying data needs and gathering data, HR data and data quality, HR data collection, validity and consistency, using historical data, data exploration, data visualization, association between variables.	6
IV	Predictive modelling in HR: Equality, diversity and inclusion, engagement and workforce perceptions, predictive analytics for human capital management, employee retention and turnover; predicting employee performance. Case study: Diversity Analytics, Engagement and Workforce Analytics, Predicting Employee Turnover, Predicting Employee Performance.	10
V	Analytics for Decision Making: Regional and country level differences in turnover data, measuring turnover at individual and team level, recruitment and selection analytics, identifying flight-risk candidates, employee gamification as a recruitment and employee engagement technique, process of report generation, insights from reports, root cause analysis of HR issues. Case study: Recruitment and Selection Analytics.	9

EVALUATION:

The students will be evaluated on a continuous basis and broadly the scheme given below will be followed:

	Component	Weightage
A	Continuous Evaluation Component (Assignments / Presentations/ Quizzes / Class Participation/ Practical Record/ Practical Examination etc.)	20%
B	Internal Assessment	30%
C	End-Semester Examination (Practical /Viva)	50%

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Edwards, M. R., & Edwards, K.	Predictive HR Analytics: Mastering the HR	Kogan Page	2 nd edition (2019)
T-02	Dipak Kumar Bhattacharyya	HR Analytics: Understanding Theories and Applications	SAGE	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	JAC Fitz-Enz	The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments	American Management Association, USA	1 st edition (2010)
R-02	Jac Fitz-Enz John R. Mattox, II	Predictive Analytics for Human Resources	Wiley	1 st edition (2014)
R-03	Ferrar Jonathan, Guenole Nigel &Feinzig Sheri	The Power of People: How Successful Organizations Use Workforce Analytics to Improve Business Performance	Pearson FT Press	1 st edition (2017)