

Branch Name:	Management (Business Analytics)
Program Code:	MS301
Course Name:	Human Resource Analytics
Course Code:	2MS3010545T
Pre-requisite Course:	Basics of Human Resource Management

Course Objectives:

- 1) To understand the concepts, tools, and techniques of HR Analytics that could be applied as resource management evidence-based.
- 2) To understand HR reports & to understand the decisions technologies.
- 3) Recognize the fundamental strategic priorities of the business and learn how to provide enhanced decision support by leveraging analytics.
- 4) Develop a structured approach to apply judgment, and generate insight from data for enhanced decision-making.

Teaching and Examination Scheme:

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
Lecture (L)	Tutorial (T)	Practical (P)	Credit	Theory (Marks)		Practical (Marks)		Total (Marks)
				University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	
4	-	-	4	60	40	-	-	100

Subject Contents:

Sr No.	Topic	Total Hours	Weightage (%)
1	Introduction to HR Analytics: Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources - HCM: 21Model. Use of workforce analytics to improve decision-making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics. HR Metrics and HR Analytics; Intuition versus analytical thinking.	10	20
2	Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics	10	20
3	Forecasting budget numbers for HR costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions.	10	20
4	Predictive modeling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.	10	20

5	Communicating with data and visuals Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues	08	20
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Text Books:

Sr. No.	Books
1	Jac Fitz-Enz and John Mattox, Predictive Analytics for Human Resources, John Wiley & Sons. 2014

Reference Books:

Sr. No.	Books
1	Tracey Smith, HR Analytics: The What, Why and How, Numerical Insights LLC. 2013
2	The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover – Import, 1 Jun 2010,

Course Learning Outcomes (CLO): On completion of this course, the students will be able to:

CLO	Description	Bloom's Taxonomy Level
CLO1	Analyze appropriate internal and external human resource metrics benchmarks and indicators.	Analyze
CLO2	Operate relational databases and make recommendations regarding the appropriate HRIS to meet the organization's human resource needs.	Understand
CLO3	Employ appropriate software to record, maintain, retrieve, and analyze human resources information (e.g., staffing, skills, performance ratings, and compensation information).	Analyze
CLO4	Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods	Apply
CLO5	Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.	Apply
CLO6	Analyze the Employee work history & Multi-rater reviews	Analyze

Mapping of CLOs with Pos & PSOs

Course Learning Outcomes	Program Outcomes (POs)								Program Specific Outcomes (PSOs)	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CLO1			H	H				H	M	
CLO2	H		H			H			M	H
CLO3			M			H		M	H	
CLO4	H		M					H	M	
CLO5			H			H	H		H	H
CLO6		H	L			M			H	H

H: High, M: Medium, L: Low
