1. Course Code: HR405	**2. Course Title:** Human Resource Analytics

3. Course Overview:

Gone are the days when Human Resource departments in organizations used to live in sophisticated cubicles, coining and implementing HR policies. Today, HR has travelled from Attendance sheet to balance sheet, while playing the role of a business partner. Making effective and efficient decisions has been a crucial task for any business function, let alone for Human resource (HR) practitioners globally. Earlier, decisions were made by HR practitioners utilizing their experience and intuitions. But with the growing complexities of modern day business world, it becomes painstaking rather compromising to rely solely on human perceptions in decision making. To bring out the best of human potential, HR managers must analyze vast amount of data available to get insight into people related matters. This course aims to develop a cutting edge skill in the domain of decision making in various HR functions vis-à-vis Talent Acquisition and Retention, Performance Management, Training and Development, Compensation and Rewards, Employee Relations. Based on the descriptive, predictive and prescriptive framework of the HR Analytics course, you would be competing with ease in not only defending numbers but also taking meaningful and effective decisions in the ever evolving and challenging gamut of HR.

4. Learning Outcomes (LO):

This course will help you to:

1. Appreciate the role of HR Analytics in business functions. (PLO 1)
2. Describe HR issues using HR metrics. (PLO 2 & 5)
3. Predict problems based on descriptive HR analytics for decision making. (PLO 3)
4. Prescribe solutions to predicted HR issues with the help of analytical tools. (PLO 4)

5. List of Topics/ Modules

Topic/ Module	Content
Module I: HR Analytics in Perspectives	• Introductory Session: Concept, Importance of HR Analytics with respect to HRM Functions • HR Analytics Value Chain in HR Decision Making
Module II: Descriptive Analytics	• Introduction to Descriptive HR Analytics through HR Metrics • HR Metrics for TA, PMS, T&D, CM, EE, Misc. Others • Exercise on Descriptive HR Analytics
Module III: Predictive Analytics	• Introduction to Predictive HR Analytics • Understanding Predictive HR Analytics using Multiple Linear Regression • Exercises on Predictive HR Analytics: Workforce Demand Forecasting; Forecasting Employee Value and Predicting Employee Loyalty
Module IV: Prescriptive Analytics	• Introduction to Prescriptive HR Analytics • Understanding Prescriptive HR Analytics using Analytical Hierarchy Process (AHP) and Linear Programming (LP) • Understanding Linear Programming using Solver in MS-Excel • Exercises on Prescriptive HR Analytics: Candidate Selection; Performance Evaluation System; Formulation of an Efficient Team • HR Analytics: Challenges and Opportunities

6. Evaluation Criteria:

Component	Description	Weight (%)
Quizzes	There will be 2 quizzes and both will be evaluated.	20
Class Participation	The students would be judged on the basis of their class participation in terms of case discussion, active engagement in class exercises and academic interactions during and off the class hours including discussion forums.	15
Group Project	Students in their own study groups would be given projects on various HR Analytics module to map and workout descriptive, predictive and prescriptive analytical tools for given decision making issues.	25
End-term Examination	This will consist of case study-analysis, application and numerical based questions and some conceptual questions covering the entire syllabus	40

7. Text/Reference Books and Web Resources:

Text:

Soundararajan, R., Singh, K. (2017), *Winning on HR Analytics – Leveraging Data for Competitive Advantage* (1ed.). New Delhi: Sage Publications.

Reference Books:
1. Kavanagh M. J., Thite M. (2012). Human Resource Information System (2ed.). New Delhi: Sage Publications. **(To be referred as RB1 in session plan)**
2. Pease, G., Byerly, B., & Fitz-enz, J. (2017), Human Capital Analytics – How to Harness the Potential of Your Organization's Greatest Asset (1ed). New Delhi: Wiley. **(Henceforth refer as RB2 in session plan)**
3. Fitz-enz, J. & Mattox II, J., R. (2017), *Predictive Analytics for Human Resources* (1ed.). New Delhi: Wiley. **(To be referred as RB3 in session plan)**

Journals/Magazines/Online Resources:
1. Human Capital (Monthly Magazine) http://www.humancapitalonline.com/
2. People Matters (Monthly Magazine) http://www.peoplematters.in/

8. Session Plan

Session	Topic	Session Objective/ LO	Reading/ Reference	Pedagogy	Assessment
Module I: HR Analytics in Perspectives					
1	Introductory Session: Concept, Importance of HR Analytics with respect to HRM Functions	Appreciate the role of HR Analytics in business functions. / LO-1	Text, Ch.1 Pp.6-13 RB1, Ch.6 Pp. 150-170 RB3, Ch.1 Pp.2-4 Reading: People Analytics – The Past Present & the Future (Human Capital Article).	Discussion	Quiz Group Project End-term
2	HR Analytics Value Chain in HR Decision Making	To help students appreciate the role of HR Analytics with respect to HR decision making. / LO-1	Text, Ch.1 Pp.1-9 RB3, Ch.1 Pp.6-8	Discussion & Case Analysis	Quiz Class Participation Group Project End-term
Module II: Descriptive Analytics					
3	Introduction to Descriptive HR Analytics via HR Metrics: TA, PMS, T&D, CM, EE etc.	To help students describe HR issues using HR metrics. /LO-2	Text, Ch.5 Pp.65-70 Text, Ch.6 Pp.84-91 Text, Ch.7 Pp.98-106 Text, Ch.9 Pp.139-140 RB1, Ch.6 Pp. 152-157	Discussion & Exercise	Quiz Group Project End-term

4	Continued… Exercises on Descriptive HR Analytics	To help students use HR metrics. /LO-2	Text, Ch.5 Pp.65-70 Text, Ch.6 Pp.84-91 Text, Ch.7 Pp.98-106 Text, Ch.9 Pp.139-140 RB1, Ch.6 Pp. 152-157	Exercise	Quiz Group Project End-term
Module III: Predictive Analytics					
5	Introduction to Predictive HR Analytics Understanding Predictive HR Analytics using Multiple Linear Regression	To help students predict problems based on descriptive HR analytics for decision making. /LO-3	RB2, Ch.1 Pp.13-20 RB3, Ch.6 Pp.98-114	Discussion	Quiz Class Participation Group Project End-term
6	Exercise on Predictive HR Analytics: Workforce Demand Forecasting	To help students predict problems using prediction tools. /LO-3	Instructor's Resource	Case based Exercise	Quiz Group Project End-term
7	Exercise on Predictive HR Analytics: Forecasting Employee Value and Predicting Employee Loyalty	To help students predict problems using prediction tools. /LO-3	Instructor's Resource	Case based Exercise	Quiz Group Project End-term
Module IV: Prescriptive Analytics					
8	Introduction to Prescriptive HR Analytics Understanding Prescriptive HR Analytics using Analytical Hierarchy Process (AHP) and Linear Programming (LP)	To help students prescribe solutions to predicted HR issues with the help of analytical tools. /LO-4	RB2, Ch.1 Pp.13-20 Reading: AHP - Saaty, T.L., 1980. "The Analytic Hierarchy Process".	Discussion	Quiz Class Participation Group Project End-term
9	Exercise on Prescriptive HR Analytics: Candidate Selection	To help students prescribe solutions to predicted problems using prediction tools. /LO-4	Instructor's Resource	Case based Exercise	Quiz Group Project End-term
10	Exercise on Prescriptive HR Analytics: Performance Evaluation System	To help students prescribe solutions to predicted problems using prediction tools. /LO-4	Instructor's Resource	Case based Exercise	Quiz Group Project End-term
11	Exercise on Prescriptive HR Analytics: Formulation of an Efficient Team	To help students prescribe solutions to predicted problems using prediction tools. /LO-4	Instructor's Resource	Case based Exercise	Quiz Group Project End-term
12	Summing-up Session HR Analytics: Challenges and Opportunities	To consolidate students overall learning on HR Analytics/LO1-4	Text, Ch.10 Pp.152-76	Discussion	Quiz Group Project End-term

9. Contact Details:

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