17BB332-HR ANALYTICS AND METRICS

Course Objective:
The objective of the course is to introduce HR Analytics for the aspiring HR professionals. The course will provide the necessary conceptual framework, models and introduce the application tools.

Course Outcomes:
By the end of the course the learners are expected to
- Appreciate the use of HR Analytics for various organizational purposes.
- Apply the Metrics and Models for HR Analytics
- Determine the various indicators.
- Analyze the HR trends using predictive models.
- Be able to Report HR Analytics effectively.

UNIT - I
Introduction to HR Analytics
What is HR Analytics - Origin and evolution of HR Analytics – How to Approach- Metrics- Benefits of implementing HR Analytics- Models of HR Analytics

UNIT - II
HR Analytics - Rationale
Linking HR to Business drivers - Values and Culture - Key Strategic Themes - Introduction to the Balanced Scorecard- The HR aspect

UNIT - III
QUANTIFICATION and MEASUREMENT
First generation – Cost Determinants - Second generation- Lead and lag Indicators- Lead indicators for compensation - Lead indicators for recruitment- Lead indicators for performance management- Lead Indicators for Learning and Development- Business Application: Scenario Modeling and Business Cases

UNIT - IV
ANALYSIS TOOLS
Analytical Tools: From Descriptive Analytics to Predictive Analytics -Implementing Trend Analysis- Implementing Predictive analytics- Using Regression and Correlation - Benchmarking process – (Sample Cases for different Scenarios to be discussed)

UNIT - V
REPORTING
Visualization Tools - Creating charts and graphs - Creating Pivot Table - Creating HR Dashboards

TEXT BOOKS:

1. Tracey Smith, HR Analytics: The What, Why and How, Numerical Insights LLC, 2013, ISBN 1492739162, 9781492739166.
2. Dr Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Publishers, 2016.

REFERENCE BOOKS:

1. Jac FITZ-ENZ, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM Div American Mgmt Assn, 2010.

2. Jac Fitz-enz, John Mattox, II, Predictive Analytics for Human Resources, Wiley and SAS Business Series, Wiley, 2014.

3. Gene Pease, Boyce Byerly, Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Wiley and SAS Business Series, John Wiley & Sons, 2012.