

HR Analytics

Course Details

Course Title: **HR Analytics**

Course Code: HRM -822

Credit Hours: 03

Program: MS HRM

Sections:

Course Description

The module provides MS HRM students with a framework for understanding the strategies, tools, and the challenges associated with measuring workforce in real organizations. HR analytics works by gathering workforce data, from work history to employee satisfaction scores, and feeding this information into advanced computer models. Using sophisticated algorithms, these models churn out insights that HR leaders can use to make critical decisions, such as whether to tweak commission structures to drive sales or invest more heavily in training to curb high attrition rates. Corporate executives are fast jumping on the HR analytics bandwagon and for good reason. HR analytics marks a new frontier: No longer are senior managers responsible for making workforce changes based on hunches and past history. Rather, HR leaders can analyze data to inform hiring strategies, highlight business opportunities and forge the best career paths for top performers.

We will take the perspective of the general manager when examining how emerging “big data” analytical approaches applied to human resource management can be used to advance business objectives. We will cover HR theory/practice and statistical methods as they pertain to addressing people-related issues at real organizations. This course is not intended to teach you statistics or programming. Nor will this course cover the issues involved when gathering (and analyzing) data. Instead, it is intended to acquaint you with key strategies for the design and implementation of people analytics in your organization.

Course Objectives

1. Research and analyze appropriate internal and external human resource metrics, benchmarks, and indicators.
2. Operate relational databases and make recommendations regarding the appropriate HRIS to meet organization's human resource needs.
3. Employ appropriate software to record, maintain, retrieve and analyze human resources information (e.g., staffing, skills, performance ratings and compensation information).

4. Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
5. Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

Course Learning Outcomes (CLO)

The main aim of this course is to prepare you to wisely collect and use data to manage people at work. Upon successful completion of this course, you will have:

1. Become familiar with the most relevant topics general managers face concerning the management of people.
2. Learnt a set of frameworks and theoretical models to help you make key employee decisions.
3. Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful.
4. An understanding of how to apply “big data” analytics to identify, evaluate, and resolve a variety of challenges and issues relating to your workforce; also the ability to interpret (and present) the results of your analyses to make strategic people-related decisions.
5. Develop and present a research proposal on HR Analytics.

Program Learning Goals and Objectives

General Learning Goals & Objectives **MS HRM Program**:

1. To develop a wider understanding of the HR discipline through a broad-based and in-depth curriculum that targets at developing both HR generalists and specialists.
2. To develop theoretically and conceptually strong graduates who can apply the knowledge gained to relate better with the problems of the local industry and who can recognize the global HR challenges.
3. To equip conceptually sound HR graduates with a requisite and contemporary HR skill-set required by the industry.
4. To train the graduates as potential researchers who can act as an interface between the industry and the academia and can generate industry grounded and relevant research.

Course Evaluation (Grade Breakup)

Grading will be done as per NBS criteria. The breakup of the grade points is as follows:

Final Exam	30%	Midterm	20%
Research Proposal	20%	Quizzes	15%
Class Participation	05%	Assignment	10%

Mapping Program Objectives & Goals with Course Learning Outcomes

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	Course Evaluation Item
Goal 1: To develop a wider understanding of the HR discipline through a broad-based and in-depth curriculum that targets at developing both HR generalists and specialists.	Students get a number of opportunities to Identify and become familiar with the most relevant topics general managers face concerning the management of people. (CLO#1)	CP, assignment, Cases and Exam
Goal 2 - To develop theoretically and conceptually strong graduates who can apply the knowledge gained to relate better with the problems of the local industry and who can recognize the global HR challenges	Learnt a set of frameworks and theoretical models to help you make key employee decisions. (CLO#2)	Literature review, conceptual research model, research proposal and defense. (major component)
Goal 3 - To equip conceptually sound HR graduates with a requisite and contemporary HR skill-set required by the industry	Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful. (CLO#3)	CP, quizzes, research papers, assignments, cases and exam
Goal 4 - To train the graduates as potential researchers who can act as an interface	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving	Research Proposal, research proposal defense,

between the industry and the academia and can generate industry grounded and relevant research	skills that are essential for success in this course (CLO#1-5)	
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Course Content (Weekly)

Weekly breakdown is given below

Week	Topic	Reading	Session Outcomes (Students should be able to...)
1	Part 1: Introduction to HR Analytics What is HR Analytics?	01	Develop a wider understanding of the HR discipline through a broad-based and in-depth curriculum that targets at developing both HR generalists and specialists. (CLO #1)
2	Why HR Analytics?	02, 03, 04	Learn a set of frameworks and theoretical models to help you make key employee decisions. (CLO #2)
3	Part 2: Motivation and Work The Employment Relationship: Some Theoretical Perspectives	05, 06	Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful. (CLO#3)
4	Strategic Execution of People Practices	07, 08, 09, 10, 11	Learn a set of frameworks and theoretical models to help you make key employee decisions. (CLO #2)
5	Part 3: Staffing Your Organization Recruiting and Selecting Talent	12	Learn a set of frameworks and theoretical models to help you make key employee decisions. Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful. (CLO #2-3)

6	Analyzing Promotions	13, 14, 15	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course (CLO#1-5)
7	Part 4: Managing Performance Performance Evaluation	16, 17	Learn a set of frameworks and theoretical models to help you make key employee decisions. Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful. (CLO #2-3)
8	Rewarding Performance	18, 19, 20, 21	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course (CLO#1-5)
9	<u>Mid-Term Exam Week</u>		
10	Part 5: Compensating and Developing Talent Compensation	22, 23	Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful. (CLO#3)
11	Training and Development	24, 25, 26	Been exposed to some of the most cutting edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful. (CLO#3)
12	Part 6: Issues in HR Analytics	27, 28, 29, 30	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course. (CLO#1-5)

13	Workshop I: Data Analysis	-	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course (CLO#1-5)
14	Workshop II: Data Analysis	-	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course (CLO#1-5)
15	Writing and Presenting your HR Analytics research plan	-	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course (CLO#1-5)
16	Research Proposal Defense	-	Developing and mastering the analytical, diagnostic, critical thinking, and problem solving skills that are essential for success in this course (CLO#1-5)
17			
18	<u>Final Exam Week</u>		