Amrita Vishwa VidyaPeetham

MBA Programme -Kochi

**BA013E Analytics  for people Management**

**Course Overview:** People analytics deals with f managing information for managing people at work. This course is offered in the context where decisions about people are made on the basis of data driven reports rather than on personal relationships aiding informed decisions and thereby avoiding risk attached to it. The course is designed with an objective to provide insight into modern methods deployed by corporates in recruitment and retention of its workforce, elucidates how data will facilitate sophisticated analysis pertaining to people planning , evaluation , training, work design, engagement, compensation and collaboration.

The course is of introductory nature and helps in preparing the participants to conduct data analysis on people aspects of an organization. Participants will be able to find out how and when information is used to make informed decisions and talent development, so they can position themselves as a strategic partner in the management decision your company's talent.

**At the end of the course the participants will be able to:**

➢ what combination of data, technologies, and tools can be used in people management processes to improve organization's performance
➢ how to use some of these tools and how to select the ones that suit your objectives and budget
➢ to design individual and team development plans and measure its ROI for the organization   Learning basic people analysis methods
➢ Identifying organizational problems that can be addressed with people analytics in the short term
➢ Understanding barriers in  implementing the people analytics
➢ Learning the potential value of people analytics for your organization

**Course Modules**

| Sl.No | Module | Sub topics |
|-------|--------|------------|
| 1 | Introduction to People Analytics | Need for Analytics |
| 2 | Work force planning and Recruitment | Workforce analytics<br>Recruitment funnel<br>Selection tool<br>Predicting performance<br>Fine turning predictors<br>Using data for predicting performance<br>Internal mobility<br>Optimizing movement within Organization<br>Attrition : Predicting attrition |

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| 2.1 | Workforce Development | Analysing Learning needs<br>Designing Training Programmes<br>ROI Calculation |
| 3 | People performance and Metrics | Importance of performance<br>Setting objectives and measuring performance<br>performance evaluation<br>challenges in managing noisy Data<br>Extrapolating from small Samples<br>Data Presentation |
| 4 | Workforce compensation | Compensation and performance<br>Compensation models<br>Benchmarking |
| 5 | Employee motivation and engagement | Assessment of employee Engagement<br>Understanding                              culture<br>Assessing culture |
| 6 | Collaboration | Basics of collaboration<br>Collaboration networks<br>Mapping collaboration Networks<br>Evaluating collaboration Networks |
| 7 | Talent management | Talent analytics and<br>Organizational                      context |

| | | Interdependence<br>Self fulfilling prophecies<br>Reverse causalities<br>Organizational challenges |
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**Readings for the course**

Text book

[Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration](#) by James Sesil ( kindle version available)

**Module 1**

1) [The Geeks Arrive in HR: People Analytics is Here](#) by Josh Bersin
This is a great article by HR guru Josh Bersin, discussing what changed in the HR function and why People Analytics is becoming huge

2) [The Top 10 Disruptions in HR Technology: Ignore Them at Your Peril](#) by Josh Bersin
Another one by Josh Bersin, giving a great overview of HR Technology

3) [What People Analytics Can't Capture](#) by Daniel Goleman
4) [Changing HR Operating Models](#) (a collection by CIPD)
5) [Is People Analytics a New Humanizing Force?](#) by Stela Lupushor and Steven Huang

**Module 2**

) [How to Really Calculate the Cost of Employee Turnover](#) by Greg Willard
2) [Selection Assessment Tools](#) by Elaine Poulakos
3) [The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings](#) by Frank Shmidt and John Hunter
4) [Box's Data-Focused Strategy for Retention](#) by Jason McPherson
A very concise case study of how Box approached its retention problem with data

5) [Recruiting is Marketing: The Recruiting Funnel Defined](#) by JobVite
6) [A brief article giving an example of a large consulting company altering their selection tools based on analytics](#)

Additional readings
*Paying More to Get Less: Specific Skills, Matching, and the Effects of External Hiring versus Internal Promotio*n (Bidwell, 2011, PDF attached)

[Paying_More_ASQ_edits_FINAL (1).pdf](#)

2. *Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies* (Allen, Bryant, Vardaman, 2010) -
[http://misweb.cbi.msstate.edu/~COaBI/faculty/users/jvardaman/files/files/AllenAMP.pdf](http://misweb.cbi.msstate.edu/~COaBI/faculty/users/jvardaman/files/files/AllenAMP.pdf)

3. *Internal Markets, Personal Networks, and Human Resource Allocation: How Managers Create Value through Internal Hiring* (Keller, 2014, PDF attached)

> JR Keller - Internal Markets.pdf

4. *Do Agents Game Their Agents' Behavior? Evidence from Sales Managers* (Benson, 2013, participant in Wharton People Analytics Conference) -
http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2235922
Mark as completed

## Module 3

1) [Putting the "Performance" Back in Performance Management](#) by Rose Mueller-Hanson and Elaine Poulakos
2) [Reinventing Performance Management](#) by Marcus Buckingham and Ashley Goodall

Additional reading
*3.Outcome bias in decision evaluation* (Baron and Hershey, 1988, UPenn) -
https://www.sas.upenn.edu/~baron/papers.htm/judg.html
4. *The Loser's Curse: Decision Making and Market Efficiency in the National Football League Draft* (Massey, 2013) - PDF attached

> massey & thaler - losers curse - managem

## Module 4

1) [Think Pay for Performance Doesn't Work? Think Again](#). by Barry Gerhart
2) [Talent and Tournaments: Alternative Models of Pay for Performance](#) by Mercer
3) [How to Perform Compensation Benchmarking](#) by Stacey Carroll
4) [Why Do We Choke When the Stakes are High?](#) by Rienzi

Module 5
1) [Q12 Meta Analysis](#) by Gallup
2) [Engagement Surveys: Gallup and Best Companies Face Criticism](#) by Peter Crush
Some critique of Q12 methodology

3) [Becoming irresistible: A new model for employee engagement](#) by Josh Bersin
4) [Behavioral Economics and Psychology of Incentives](#) by Emir Kamenica

Additional reading
[Six Components of a Great Corporate Culture](#) by John Coleman

2) [The Profit Power of Corporate Culture](#) (inteview with James Heskett)
3) [Netflix Culture: Freedom and Responsibility](#)
4) [Culture Analytics: Moneyball for Building Teams](#) by Brent Daily (requires subscription; optional)


## Module 6

1. Introduction to Organizational Network Analysis -
http://www.robcross.org/research/what-is-ona/
2. *Collaborative Overload* (Harvard Business Review) -
https://hbr.org/2016/01/collaborative-overload


## Module 7

1. *Social Perception and Interpersonal Behavior: On the self-fulfilling Nature of Social Stereotypes* (Snyder, Tanke, Berscheid, 1977) -
http://faculty.babson.edu/krollag/org_site/soc_psych/snyder_stereo.html
2. *Algorithm Aversion: People Erroneously Avoid Algorithms After Seeing Them Err* (Massey, 2014) -
https://marketing.wharton.upenn.edu/mktg/assets/File/Dietvorst%20Simmons%20&%20Massey%202014.pdf
3. Knowledge@Wharton video and article, *How Effective Is a Number-crunching Approach to Managing People?* - http://knowledge.wharton.upenn.edu/article/cade-massey-management-numbers



## Evaluation

Final   Exam : 30 % weightage

It  will be an open ended examination  conducted in the  last week of  August( Probably )

*Learning Measures: students knowledge, understanding and application*


## Review  your peer work:  15 % weightage

As a pre requisite to this exercise you have to submit a critical  review on the movie moneyball.  In this exercise each individual  have to  develop items or  yardstick or measuring performance, setting KPIs, organizing performance evaluation and touch upon the issue of biases. knowledge as a manager of a sports club.(  may be a soccer, Hockey, cricket or any other game of your choice) . You have to develop a people management aspects which  can evaluate and  influence their  recruitment, training , performance , engagement, retention  and compensation    which can deliver sustainable performance of team . Model data    set  has to be created . The presentation will be evaluated by  peers and faculty members .

*Learning Measures:   Analytical ability, application and synthesis*

**Benchmarking exercise  15 % weightage**

You have  to engage in process of benchmarking  compensation and performance  measures using suitable technique  in an industry familiar to you. The students can do this as a group assignment and has to be presented in the class. The Benchmarking process and outcome has to  be elaborated

*Learning Measures:  Knowledge, Application ,Analysis and Synthesis*

**Assignments ( comprising of two article review)& Class presentation on a contemporary related   to people analytics  :  30 % weightage**

*Learning Measures: Knowledge, Understanding and Analysis*

*Comprehensive Viva On Course -10 %*


*Course Instructor Details*


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