Amrita School of Business
Amrita Vishwa Vidyapeetham
Coimbatore

Term VI (02 Jan 2019 – 30 Mar 2019)

Course Title:	Human Resource Analytics
Course Code:	HR602E
Credits:	3
Total Sessions:	24
Course Instructor:	Dr R G Priyadarshini
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Course Link:	https://drive.google.com/open?id=12ssCA5C5GMg-orDhPGUxHLqt2f3S4wwE
Office:	??
Office hours:	Tuesday 2 pm – 4 pm
Course contributes mostly to:	**Employability/ Skill Development/** Value-add

Course Description

The complexity and dynamism of organizations calls for scientific and informed decision making when deploying resources in the organization. Attracting and retaining human resources have become a Herculean task for most of the organizations. Unless otherwise strategically deployed and metrics driven, efficiently managed, effectively trained to maximize the performance, human resource may become a sunken cost, further increasing the number of disengaged employees and lowering the organizational effectiveness.

Course Objectives

In this direction, it is thus important that business outcomes are realized through HR initiatives, driven by HR metrics. Descriptive, Predictive and prescriptive analytics can help HR decisions and answer questions of best to utilize patterns and trends, determine the probable future outcome of an event or a likelihood of a situation occurring and suggest decision options on how to take advantage of a future opportunity or mitigate a future risk and illustrate the implication of each decision option.

1. Understand the function related HR metrics that are strategically required in organizations
2. Gain insights about the fundamentals descriptive, predictive and prescriptive analytics
3. Apply specific HR analytic tools to various HR function related iisues
4. Understand various organizational issues and appreciate the use of appropriate analytical tools to make informed decisions

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the '*Critical and integrative Thinking*', 'Societal and Environmental Awareness' and 'Ethical reasoning. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, *'Critical and integrative Thinking'*.

LG \ CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	2	2	2	0
CO2	3	2	2	2	1
CO3	3	2	2	2	1
CO4	3	2	2	2	1

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

Unit-wise scope for outcomes and Bloom's taxonomy

Organizational Change and Development is an intense application oriented program, facilitating learning on the analytical, critical thinking, evaluating and implementing paradigms.

Bloom's Levels of Learning	CO 1	CO 2	CO 3	CO 4
Creating				X
Evaluating			X	X
Analyzing		X	X	X
Applying		X	X	X
Understanding	X	X	X	X
Remembering				

Structure of the course

Human Resource Analytics(HR Analytics) is an integrative strategic process which requires a strong combination of theory and practical applications. This course on HR Analytics is a judicious blend of integrating HR metrics relevant to various functional areas, organizational outcomes and the use of appropriate techniques. Also the course throws light on relevant reporting tools like COGNOS, Tableau which is extensively used in the industry.

Pedagogy

Participants of the course are required to actively involve themselves in exercises and assignments provided for hands-on learning and understanding of the course. Appreciation of quantitative decision making and interpretation of HR issues and functions may be important for effective learning.

Assessment (Grading Policy: Relative)

S. no	Assessment exercise	Description	Weight
Individual Assessment (75%)			
1	Attendance	*Expected attendance, as per the rules*	5%
2	Quiz	*Two quizzes pre Mid-term and post Mid-term to assess the understanding of the concepts and the application of tools*	20%
3	Term paper	*Individually students work on a term paper with a certain HR problem in mind based on primary data they collect and apply relevant tools they study and present it into a comprehensive paper*	20%
5	Mid-term examination	*An open book exam with emphasis on the ability to apply and appreciate learning principles and theories and models to case scenarios*	25%
6	End-term examination	*An open book exam with emphasis on designing specific effective learning and development initiatives in specific organizational contexts*	30%

Course Requirements

Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term. The course demands **study efforts of 6 hours/week outside classroom (3 hours for every one session of class). Preparation is mandatory for attending the classes.**

Text Book

People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent, Wiley publications

Session No	Description	Readings, exercises
1	Introduction to Analytics	
2	Why is HR Analytics important, HR Analytics Model: HCM	Chapter 2: Predictive Analytics for Human Resources, Jac Fitz-Enz and John R Mattox Getting smarter about your workforce: Why Analytics Matter
3	HR Metrics	HR Metrics and Analytics: Use and Impact, Lawler et.al
4	Data Interpretation: Turning Data into intelligence	Predictive Analytics for Human Capital Management Nico Peruzzi
5	Workforce deployment: Process, Metrics and Analytics	Case: Make my Trip
6	Probability and trends in workforce deployment	Exercise
7	Chi square, T test and One way Anova in workforce deployment	Exercise
8		
9	Hypothesis setting and Concept formulation	Handout to be given
10	Concept formulation	Presentation
11	Psychometric testing in HR talent deployment	Handout to be given
12	Factor analysis and multiple linear regression in psychometric testing	Exercise
13	Optimization models using MATLAB	Exercise
14	Workforce deployment using SAP	Exercise
15	Training and Development: Process, Metrics and Analytics	Handout to be given
16	Paired sample T test in training effectiveness	Exercise
17	Performance management: process, metrics and analytics	Handout to be given
18	Scorecards and dashboards: Watson analytics, Tableau	Exercise
19	Performance reports using Cognos	Exercise
20	Compensation and benefits, Attrition and Retention models	Handout to be given
21	Predictive analytics and modeling	Exercise
22	Structural equation modeling using AMOS	Handout to be given, Exercise
23	Project presentation	
24	Project presentation	
	Project presentation	