

## HR METRICS AND ANALYSIS

| III Semester: MBA   |                                     |                               |   |   |                          |               |                   |       |
|---|-------------------------------------|-------------------------------|---|---|--------------------------|---------------|-------------------|-------|
| Course Code   | Category                            | Hours / Week                  |   |   | Credits                  | Maximum Marks |                   |       |
| CMBC39  | Elective                            | L                             | T | P | C                        | CIA           | SEE               | Total |
|   |                                     | 4                             | - | - | 4                        | 30            | 70                | 100   |
| <b>Contact Classes: 45</b>  | <b>Tutorial Classes: Nil</b>        | <b>Practical Classes: Nil</b> |   |   | <b>Total Classes: 45</b> |               |                   |       |
| <p><b>I. COURSE OVERVIEW:</b><br/>           This course imparts knowledge in respect of HR analytics and HRIS and also HR metrics. The course also provides the information relating to equality to be maintained and the diversity strategies. The course intends to give specific evaluating methods of reliability and validity of HR data and to take necessary measures to control employee turnover and measures to be taken for improvement of employee performances and its evaluation methodologies and performance monitoring techniques and also concentrates on necessary measures to be taken to control the stress levels of employees.</p> <p><b>II. COURSE OBJECTIVES:</b><br/> <b>The students will try to learn:</b></p> <ol style="list-style-type: none"> <li>I. The role and importance of HR analytics, and the ability to track, store, retrieve, analyses and interpret HR data.</li> <li>II. The theory, concepts about the methodology and situations in which the organization have to be diversified.</li> <li>III. Types of recruitment and selection methods for the purpose of attaining the competitive personnel to deal with critical job roles.</li> <li>IV. The performance of various employees in the organization for providing training and development programs.</li> <li>V. Concept of stress management and mediation and modernization of organizations.</li> </ol> <p><b>III. COURSE OUTCOMES:</b><br/> <b>After successful completion of the course, students will be able to:</b></p> <p><b>CO 1:</b> Contrast on HR analytics evolution and metrics and framework for implementing in modern organizations.</p> <p><b>CO 2:</b> Interpret the meaning of HRIS and various sources of HRIS for maintaining data in organizations.</p> <p><b>CO 3:</b> Appraise the inclusion and measuring and testing diversity with respect to human resources in organizations.</p> <p><b>CO 4:</b> Classify the workforce segmentation for performing critical job roles.</p> <p><b>CO 5:</b> Dissect the reliability and validity of selection models and bases for selection.</p> <p><b>CO 6:</b> Examine the performance of employees and the measures to be taken to control employee turnover.</p> <p><b>CO 7:</b> Estimate the employee performance by using various traditional and modern methods for providing monetary and non-monetary benefits.</p> <p><b>CO 8:</b> Appraise on the effectiveness of training and development for improving employee performance.</p> <p><b>CO 9:</b> Determine various methods of performance monitoring for the performances employees are to be monitored.</p> <p><b>CO 10:</b> Distinguish between moderation and interventions techniques used in organization for the dynamic environment.</p> <p><b>IV. SYLLABUS</b></p> |                                     |                               |   |   |                          |               |                   |       |
| <b>UNIT-I</b>   | <b>INTRODUCTION TO HR ANALYTICS</b> |                               |   |   |                          |               | <b>Classes:09</b> |       |
| HR Analytics-Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:211 Model.   |                                     |                               |   |   |                          |               |                   |       |

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| <b>UNIT-II</b>   | <b>DIVERSITY ANALYSIS</b>                  | <b>Classes:08</b> |
| Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.   |  |                   |
| <b>UNIT-III</b>  | <b>RECRUITMENT AND SELECTION ANALYTICS</b> | <b>Classes:10</b> |
| Evaluating Reliability and validity of selection models, Finding out selection bias.<br>Predicting the performance and turnover.   |  |                   |
| <b>UNIT-IV</b>   | <b>PERFORMANCE ANALYSIS</b>                | <b>Classes:10</b> |
| Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions.   |  |                   |
| <b>UNIT-V</b>  | <b>MONITORING IMPACT OF INTERVENTIONS</b>  | <b>Classes:08</b> |
| Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis.  |  |                   |
| <b>Text Books</b>  |  |                   |
| <ol style="list-style-type: none"> <li>1. Michael J.Walsh, “HR Analytics Essentials”, Vibrant Publishers, Jan, 2021.</li> <li>2. Bharti Motwani, “HR Analytics:Application and Design”, Wiley Publisher, June 2021.</li> <li>3. Poonam Kaushal, Sakshi Vashisht, “HR Metrics and Analytics”, Walnut Publication, 2020.</li> <li>4. Jac FITZ-ENZ, “The NEW HR Analytics”, HarperCollins Focus Publisher, 2018.</li> <li>5. Dipak Kumar Bhattachar, “HR Analytics”, Sage Publications India Private, May, 2017.</li> <li>6. Edwards Martin R, Edwards Kirsten, “Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, ISBN-0749473924, 2016.</li> <li>7. Fitz-enzJac, “The new HR analytics: Predicting the Economic Value of your Company’s Human Capital Investments”, AMACOM, ISBN-13: 978-0-8144-1643-3, 2010.</li> <li>8. Fitz-enzJac, Mattox II John, “Predictive Analytics for Human Resources”, Wiley, ISBN-1118940709, 2014.</li> </ol> |  |                   |
| <b>Reference books</b>   |  |                   |
| <ol style="list-style-type: none"> <li>1. Sundmark, Lyndon “Doing HR Analytics: Handbook with R examples. First Edition, Lyndon Sundmark publication, USA.</li> <li>2. Ramesh Soundrrajan, Kul deep Singh, “Winning on HR Analytics”, First Edition, Sage publications.</li> <li>3. Pratush Banerjee, Jatin Pandey, Manish Guptha, “Practical Applications of HR Analytics” First Edition, Sage publications.</li> </ol>   |  |                   |
| <b>Web References:</b>   |  |                   |
| <ol style="list-style-type: none"> <li>1. <a href="https://play.google.com/books/reader?id=pUCPwDG8Qj8C&amp;hl=en&amp;pg=GBS.PR8">https://play.google.com/books/reader?id=pUCPwDG8Qj8C&amp;hl=en&amp;pg=GBS.PR8</a></li> <li>2. <a href="https://play.google.com/books/reader?id=EXiJDwAAQBAJ&amp;hl=en&amp;pg=GBS.PR11">https://play.google.com/books/reader?id=EXiJDwAAQBAJ&amp;hl=en&amp;pg=GBS.PR11</a></li> <li>3. <a href="https://play.google.com/books/reader?id=BTxwDQAAQBAJ&amp;hl=en&amp;pg=GBS.PT26.w.0.0.252">https://play.google.com/books/reader?id=BTxwDQAAQBAJ&amp;hl=en&amp;pg=GBS.PT26.w.0.0.252</a></li> </ol>   |  |                   |
| <b>E-Text Books:</b>   |  |                   |
| <ol style="list-style-type: none"> <li>1. <a href="https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html">https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html</a></li> <li>2. <a href="https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html">https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html</a></li> </ol>   |  |                   |