

Course Code	MB18HR03	Course Name	HUMAN RESOURCE METRICS AND ANALYTICS	Course Category		Elective course			
						L	T	P	C
						2	0	2	2

Pre-requisite Courses	NA	Co-requisite Courses	NA	Progressive Courses	NA
Course Offering Department	MBA	Data Book / Codes/Standards			

Course Learning Rationale (CLR): *The purpose of learning this course is to:*

CLR	Description	Learning			Program Learning Outcomes (PLO)												
		1	2	3	1	2	3	4	5	6	7	8	9	10	11	12	
CLR-1	Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.																
CLR-2	Identify the right HR metrics– aligning HR and business goals.																
CLR-3	Turn metrics into analytics for effective management decisions.																
CLR-4	Formulate decisions about human resource initiatives using data-based reasoning and analysis.																
CLR-5	Identify the quantitative analyses suitable for the analysis of employee data.																
CLR-6	Interpret statistical output involving HR data.																

Course Learning Outcomes (CLO):	Description	Level of Thinking (Bloom)			Expected Proficiency (%)													
		2	60	50	1	2	3	4	5	6	7	8	9	10	11	12		
CLO-1	Relate the importance of using data-based reasoning to support HR decisions.	2	60	50	H	M	H	M	L	M	M	M	M	L	L	M	H	L
CLO-2	Calculate absenteeism costs, turnover costs, and return-on-investment.	2	80	70	L	H	L	L	M	M	M	L	L	M	H	H		
CLO-3	Develop recommendations for workforce planning (e.g., staffing needs) based on the results of analysis	1	80	75	M	H	L	L	M	M	L	L	L	M	H	M		
CLO-4	Develop effective surveys for use in an organizational setting.	2	80	70	M	H	M	L	M	M	L	L	L	M	H	H		
CLO-5	Translate research findings into practical conclusions and recommendation	3	90	80	M	H	H	L	M	M	L	L	L	M	H	L		
Overall	Develop the right HR metrics and analytics for specific context which support long-term performance and improving the decision making a key competitive edge in the modern economy.	3	90	80	H	L	H	M	H	M	H	M	L	H	M	H		

Duration (hour)	6	6	6	6	6
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S-1	SLO-1	Introduction to Human Resource Metrics and Analytics	An Overview of HR Regulations and Reporting Requirements	Analytics Tools for HR Professionals	tables (using Excel)	Effectively Presenting HR Data
	SLO-2	Understanding HR indicators	HR Policies	Techniques for HR Professionals	tables (using Excel)	Effectively Presenting HR Data
S-2	SLO-1	Metrics and data	HR Procedures	Key Systems of Record for HR Data	spreadsheets (using Excel)	Effectively Presenting HR Data
	SLO-2	Data collection	HR Guidelines	Software Tools	spreadsheets (using Excel)	Effectively Presenting HR Data
S-3	SLO-1	Case Study discussion	Policies and procedure preparation exercise	Software tools exercise	data manipulation (using Excel)	Effectively Presenting HR Data
	SLO-2	Case Study discussion	Guideline preparation exercise	Software tools exercise	data manipulation (using Excel)	Effectively Presenting HR Data - Staffing
S-4	SLO-1	tracking, entry	HR Key Regulations	Excel Quantitative Techniques	Benchmarking	Effectively Presenting HR Data- Supply
	SLO-2	assess IT requirements to meet HR needs	HR Reporting Requirements	Excel Quantitative Techniques	best practices	Effectively Presenting HR Data- demand forecasting
S-5	SLO-1	Relational databases and HR systems	HR Metrics	Excel Visualization	best practices	Case study discussion
	SLO-2	The Role of Analytics in HR	<i>Metrics exercise</i>	Excel Analytic techniques	Using the Analytics Process Model	Case study discussion
S-6	SLO-1	<i>Cases study</i>	<i>Metrics exercise</i>	Planning and implementing a new HRIS	Using the Analytics Process Model	total compensation analyses
	SLO-2	Case study	<i>Metrics exercise</i>	Planning and implementing a new HRIS	The Analytics Process Model	total compensation analyses
S7	SLO-1	A Brief History of the Evolution of Analytics	Benchmarks	Security and privacy consideration	The Analytics Process Model	Cost justification
S7	SLO-2	Importance of analytics in the HR Field	HR Other Indicators	Statistical analysis for HR (regression analysis)	The Analytics Process Model and Its Phases	return on investment
S8	SLO-1	Analytical exercise	HR Other Indicators	Statistical analysis for HR (measures of central tendency)	The Analytics Process Model and Its Phases	return on investment

S8	SLO-2	Analytical exercise	Connecting Missions	Graphs (using Excel)	Applying the Analytics Process Model	communicating recommendations
S9	SLO-1	HR Analytics Defined	Goals to HR Benchmarks and Metrics	Case study discussion	Case study discussion	Practical case study discussion
S9	SLO-2	HR's Value Proposition	Goals to HR Benchmarks and Metrics	Case study discussion	Case study discussion	Practical case study discussion

Learning Resources	1. HR Analytics: Understanding Theories and Applications by <u>Dipak Kumar Bhattacharyya</u>	3. <i>Applying Advanced Analytics to HR Management Decisions</i> by James C.Sesil Pearson 2018 4. <i>The power of People</i> by Nigel guenole – Jonathan Ferrar – Sheri feinzig Pearson 2017
	2. HR Analytics: The What, Why and How. by <u>Tracey Smith</u> 2013	

		Learning Assessment											
		Continuous Learning Assessment (50% weightage)										Final Examination (50% weightage)	
		CLA -1 (5marks)		CLA -2 (5marks)		CLA-3 (10marks)		CLA -4 (15marks)		CLA -5(15marks)		Marks -100 which will be weighted at 50%	
Bloom's Level of Thinking		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember Understand	20	10	25	5	20	10	30	0	25	5	30	0
Level 2	Apply Analyze	30	10	35	5	30	10	40	0	35	5	40	0
Level 3	Evaluate Create	20	10	25	5	20	10	30	0	25	5	30	0
Total		100 %		100 %		100 %		100 %		100%		100 %	

CLA – 4 can be from any combination of these: Assignments, Seminars, Tech Talks, Mini-Projects, Case-Studies, Self-Study, MOOCs, Certifications, Conf. Paper etc.,

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
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