Programme: MMS Semester: III Specialisation: HR   Period: 2020-21
Course Code: MMS-
Name of the subject: HR Analytics
Maximum marks: 100 (60+40)   No. of Sessions: 13 (Total 40 hrs)
Name of the Faculty: Ajitabh Dutta
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Program Outcomes (PO)	Course Outcomes (CO)
1.Apply the concepts of analytics to various HR data 2. Build analytics driven HR strategies 3. Create predictive HR models	1.Understanding the Basics of HR Analytics 2 Performing HR analytics using SPSS, Excel etc. 3 Using HR Analytics for various functions of HR 4 Different Analysis Strategies 5 Ethics and Limitations while using HR Analytics

Reference Books:

1. Predictive HR Analytics - Mastering the HR Metric – Edwards and Edwards
2. The New HR Analytics : Predicting the economic value of your company's human capital investment : Jac Fitz-enz
3. People Analytics in the era of Big Data – Isson & Harriot

A. Plan:

Sn No.	Planned Date	Topic	Ref. Study Material	Course Outcomes
1	5-8-20	Introduction to HR Analytics Introduction to Analytics: Introduction to Business Analytics: Need for Analytics: Use of Analytics in business: Introduction to HR Analytics: Evolution of Analytics: HR Analytics and people strategy: Becoming a persuasive HR function	Linking HR to business value – Tracey Smith	CO1
2	12-8-20	Metrics and Analytics Language of Metrics and Analytics: Descriptive Analytics: Prescriptive Analytics: Casual Analysis: Predictors, prediction and predictive modelling: Business applications of modelling	Predictive HR Analytics – Chapter 2	CO1

3	19-8-20	HR Information Systems and Data Information Sources: Analysis software options: Preparing data: Using SPSS: Big Data	Predictive HR Analytics – Chapter 3	CO1 CO2
4	2-9-20	Analysis Strategies From descriptive reports to predictive analytics : Statistical Significance : Types of data : Types of statistical tests : Factor Analysis and reliability analysis	Predictive HR Analytics – Chapter 3	CO2 CO4
5	9-9-20	Recruitment and Selection Analytics Reliability and validity of selection process : Human bias in recruitment and selection	Predictive HR Analytics – Chapter 8	CO3
6	16-9-20	Internal Test		
7	23-9-20	Predicting Employee Performance Indicators of performance : Methods for measuring performance	Predictive HR Analytics – Chapter 7	CO3
8	30-9-20	Employee Engagement and Workforce Perceptions Measuring Employee Engagement : Interrogating the measures : Conceptual Explanation of factor analysis	Predictive HR Analytics – Chapter 5	CO3
9	6-10-20	Predicting Employee Turnover Importance of employee turnover as an HR information : Descriptive Turnover Analysis : Measuring and exploring differences between turnover at an individual or team level	Predictive HR Analytics – Chapter 6	CO3
10	13-10-20	Monitoring the Impact of Interventions Tracking the impact of various HR interventions : Value change initiative	Predictive HR Analytics – Chapter 9	CO3
11	20-10-20	Diversity Analytics Equality, diversity and inclusion : Approaches to measuring and managing D&I	Predictive HR Analytics – Chapter 4	CO3
12	27-10-20	Internal Test		
13	4-11-20	Advanced HR Analytic Techniques I Mediation	Predictive HR Analytics –	CO4

		Processes : Moderation and interaction analysis : Multi-level linear modelling : Curvilinear relationships	Chapter 11	
14	11-11-20	Advanced HR Analytic Techniques II Structural Equation Models: Growth Models: Latent class analysis: Response surface methodology and polynomial regression	Predictive HR Analytics – Chapter 11	CO4
15	18-11-20	Usage, Ethics and Limitations Institutionalized Metric Oriented Behaviour (IMOB) : Importance of quality data and measures : Ethics in Analytics : Ethical Standards for HR Analytics team : Limitations	Predictive HR Analytics – Chapter 12	CO5

B. Practical Approach: Other activities

Sr. No.	Activity Name	Topic Covered	Learning Outcomes	Source
1	Case study: IBM attrition data	Data analysis; predicting employee turnover	CO3	Kaggle.com
2	Academic Projects			
3	Group Discussion	Diversity Analytics	CO3; CO5	
4	Role Play			
5	Industry Visit			
6	Business Quiz / Business News sharing			
7	Videos / Simulation			
8	Use of Software and Labs: SPSS, PSPP, Excel	Session 2 - 14	CO2, CO3, CO4	Various data sources

					including Kaggle
9	Any other activity				

C. Innovative Pedagogy adopted:

Prepared by: **Approved by:**
Faculty   **Specialisation Head**

Date: **Date:**

A. Execution:

Session No.	Actual Date	Topic Covered	Evaluation Method	Case Study Ref.	Quiz Ref.	CR Sign

B. Evaluation:

Component	Details	Marks
Presentations	Mandatory	10
Class Tests	Mandatory (MCQ, Descriptive, etc)	20
Attendance & Active Participation	Mandatory	5
Overall Conduct	Mandatory	5
Final Exam	Mandatory	60

Comments / Suggestions / Recommendations:

Suggestions (if any) to students on subject related Certificate/Diploma or Add-on program: -
HR Analytics course with R – Udemy.com
HR analytics master course with Excel, Python and R – Udemy.com

Signature of Faculty   **Signature of Co-ordinator**