



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS)**  
**Academic Year (2019-2020)**

Programme: MMS - HR                      Semester: III                      Period: July'19 – Nov'19  
Course Code: MMS-3-HR-C-04      Name of the subject: HR Analytics  
Maximum marks: 100 (60+40)                      No. of Sessions: 13 (3 hrs each)

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Program Outcomes (PO)	Course Outcomes (CO)
<ol style="list-style-type: none"><li>1. Nurture leadership skills, team-membership skills and mutual trust.</li><li>2. Demonstrate decision-making ability.</li><li>3. Ability to develop culture of technology-usage.</li><li>4. Inculcate social sensitivity among students.</li><li>5. Integrate and apply business knowledge and management techniques for problem-solving / analytical skills.</li></ol>	<ol style="list-style-type: none"><li>1. Basic understanding &amp; Application of analytical Techniques in HR Functions</li><li>2. Evaluation of different scenarios to assess HR Operations</li><li>3. Develop ethical value systems in HR Operations</li></ol>

**Reference Books:**

1. The New HR Analytics : Predicting the economic value of your company's human capital investment : Jac Fitz-enz
2. HR Analytics: The What, Why and How : Tracey Smith
3. Winning on HR Analytics by Ramesh Soundararajan and Kuldeep Singh

**A. Plan:**

Session No.	Pl. Date	Topic	Ref. Study Material	Course Outcomes
1	3-07-19	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	Ref Book-1 & Ppt - self	Learning the basics of Analytics and HR Analytics, Relation of HR Analytics with HR strategies
2	10-07-19	Metrics and Analytics Language of Metrics and Analytics , Descriptive Analytics , Prescriptive Analytics , Casual Analysis , Predictors, prediction and predictive modelling , Business applications of modelling	Ref Book-1 Ppt - self	Understanding Different categories of HR Analytics, Applications of modelling
3	17-07-19	HR Information Systems and Data Information Sources, Analysis software options , Preparing data , Using SPSS , Big Data	Internet Ppt - self	Building awareness of present operations context
4	24-	<b>Internal Test</b> Analysis Strategies From	Case studies	Analysis- statistical



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	07-19	descriptive reports to predictive analytics, Statistical Significance , Types of data , Types of statistical tests , Factor Analysis and reliability analysis		analysis techniques
5	31-07-19	Recruitment and Selection Analytics Reliability and validity of selection process , Human bias in recruitment and selection	Case studies (Ref. will be given later)	Application of analytics in recruitment
6	7-08-19	Predicting Employee Performance Indicators of performance , Methods for measuring performance	<b>Case studies</b> (Ref. will be given later)	Application of analytics in employee performance
7	14-08-19	<b>Internal Test</b> Employee Engagement and Workforce Perceptions Measuring Employee Engagement : Interrogating the measures : Conceptual Explanation of factor analysis.	Ppt- self & Case studies (Ref. will be given later)	Application of analytics in employee engagement
8	21-08-19	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	Ppt- self (Ref. will be given later)	Application of analytics in assessing employee turnover
9	28-08-19	Monitoring the Impact of Interventions Tracking the impact of various HR interventions : Value change initiative	Ppt- self & Case studies (Ref. will be given later)	Application of analytics in tracking the impact of HR interventions
10	4-09-19	Diversity Analytics Equality, diversity and inclusion : Approaches to measuring and managing D&I	Ppt- self	Application of analytics in assessing diversity
11	11-09-19	<b>Internal Test</b> Advanced HR Analytic Techniques I Mediation Processes , Moderation and interaction analysis , Multi-level linear modelling , Curvilinear relationships	Ppt- self & Case studies (Ref. will be given later)	Learning Advanced HR Analytics Techniques
12	18-09-19	Advanced HR Analytic Techniques II Structural Equation Models, Growth Models , Latent class analysis , Response surface methodology and polynomial regression	Ppt- self (Ref. will be given later)	Application of Advanced HR Analytics Techniques



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13	25-09-19	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 Case Study/ Role-play/ Drama/ Group Discussion	Ppt- self (Ref. will be given later)	Understanding the ethical value system
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**B. Practical Approach: Other activities**

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Case study	Performance Metrics, Engagement, Interventions	Application & Analytical abilities	Internet, Open source, Current Affairs
2	Academic Projects	Predictive Models in HR	Creation of Models	Internet
3	Group Discussion	Metrics & Measures of different HR functions	Analytical abilities	Self generated
4	Role Play			
5	Industry Visit			
6	Business Quiz / Business News sharing	Latest news – contextual	Awareness building	Internet
7	Videos / Simulation	On Business Analytics and case studies	Practicality	Internet
8	Use of Software and Labs			
9	Any other activity			

C. **Innovative pedagogy adopted:** (nothing new, only more of practical content) Interactive sessions, Practical oriented to improve the analytical abilities and application of tools & techniques.

**Prepared by:**  
**Faculty**

**Reviewed by:**  
**Specialisation**

**Approved by:**  
**ADC**



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**Date:**

**Date:**

**Date:**

**A. Execution:**

<u>Session No.</u>	<u>Actual Date</u>	<u>Topic Covered</u>	<u>Attendance %</u>	<u>Evaluation Method</u>	<u>Case Study Ref.</u>	<u>Quiz Ref.</u>	<u>CR Sign</u>

**B. Evaluation:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Presentations & Viva	Mandatory	5+5
Class Test (3 for MMS )	Mandatory (MCQ, Descriptive,. Etc)	20
Assignments / Others	Mandatory	5
Participation/Attendance	Mandatory	5
Final Exam	Mandatory	60

**C. Student Performance Analysis:**

<u>Avg. Attendance</u>	<u>Avg. Internal Marks</u>	<u>% Failed in Internals</u>	<u>Avg. Final Marks</u>	<u>% Failed in Final</u>	<u>No. of best students &gt; 80%</u>	<u>No. of students needs improvement</u>

**D. Attainment:**



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	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>		
<b>PO1</b>					
<b>PO2</b>					
<b>PO3</b>					

**Comments / Suggestions / Recommendations:**

**Suggestions (if any) to students on subject related Certificate/Diploma or Add-on program: -**

Certified **HR Analytics** and Metrics Professional

**Signature of Faculty**

**Signature of the Co-ordinator / ADC**