

INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR

Post Graduate Diploma in Management (PGDM)

HR Analytics (HR604)

CREDIT: 1.5

SESSION DURATION: 60 Minutes

TERM: VI

YEAR: 2018-2019

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Course Introduction

In order to achieve organizational support for HR initiatives, it is important for HR managers to communicate in terms of quantitative evidence that can help evaluate such initiatives. This course will provide an overview of such HR Metrics and Workforce Analytics, and take students through fundamental data analytical tools & techniques, data interpretation, and effective data reporting techniques. They will also learn how to use business analytics to analyse, interpret and report HR stock and flow information such as staffing levels (e.g., head count versus plan, bench strength, turnover), staffing and development effectiveness (e.g., quality of applicants attracted, offer acceptance, regret turnover, employee performance, training effectiveness) etc for informed decision making. The course will help students how to use data analytics to connect HR strategy and HR initiatives with business execution and outcomes. This course will help students how to use analytics in decision making in areas such as where and when to invest (in terms of HR strategy), how to calculate expected ROI of planned initiatives and also provide practical tips for driving the business processes and for overall business improvement.

Learning Outcomes

Knowledge:

- Understand the process for linking employee data to critical business outcomes (K1)
- Understand use of analytics to determine where to cut and where to invest HR strategy (K2)
- To recognize strengths and identify any needs for improvement in the human resources function. (K3)

Skills:

- How to calculate an expected ROI for different HR initiatives (S1)
- How to make effective reports (S2)

Attitude:

- Explorative Mind set (A1)
- Objectivity (A2)
- Holistic view (A3)

Evaluation Scheme	Class Participation	10
	Project	30
	Research Presentation	20
	Comprehensive Examination	40
	Total	100
Pedagogic tools	Lecture, Discussions, Exercises	

Suggested Readings

1. Pease, G., Byerly, B, Fitz-enz, J., Human Capital Analytics, Wiley, 2016
2. Fitz-Enz, J., & Mattox II, J.R., Predictive Analytics for Human Resources, Wiley, 2014
3. Cascio, W. F., & Boudreau, J. W. (2008). Investing in people: Financial impact of human resource initiatives. Upper Saddle River, NJ: FT Press.
4. J. W., & Ramstad, P. M. (2007), Beyond HR: The new science of human capital. Boston, MASS: Boudreau,. Harvard Business School Press.
5. Fitz-enz, J. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. New York: AMACOM.

Session Plan

Session No.	Topic	Pedagogy	Learning Outcome	Pre-reading
1	Introduction: Data and types of data, Types of data analysis, Introduction and role of data in HR, ROI on HR practices, Describing data visually.	Lecture	K1, K2 S1 A1	Chap. 4, SR-1
2	Introduction: Data and types of data, Types of data analysis, Introduction and role of data in HR, ROI on HR practices, Describing data visually.	Lecture	K1, K2 S1 A1	Chap. 4, SR-1
3	Introduction to HR Metrics and Workforce Analytics	Lecture	K1, K2 S1 A1	Chap. 3, SR-1
4	HR Analytics: Workforce Planning <ul style="list-style-type: none"> • Workforce Planning • Key Metrics • Examples 	Lecture & Exercises	K1	SR-3
5	HR Analytics: Recruitment <ul style="list-style-type: none"> • Recruitment • Key Metrics • HR Recruitment 	Lecture & Exercises	K1	SR-3

	Report Example			
6	HR Analytics: Learning Management <ul style="list-style-type: none"> • Learning Management • Key Metrics • HR Learning Management and Completion • HR Learning Management Report Example 	Lecture & Exercises	K1	SR-3
7	HR Analytics: Performance <ul style="list-style-type: none"> • Performance • Key Metrics • Performance Management Report Examples 	Lecture & Exercises	K1	SR-3
8	HR Analytics: Compensation <ul style="list-style-type: none"> • Key Metrics • Payroll Management • HR Compensation Report Example 	Lecture & Exercises	K1	SR-3
9	HR Analytics: Retention <ul style="list-style-type: none"> • Key Metrics • Turnover 	Lecture & Exercises	K1	SR-3
10	Making HR Measurement Strategic: Influence of decision science on measurement, LAMP framework, Analytical foundation of HR measurement.	Lecture & Exercises	K3 S1 A1	SR-3
11	Making HR Measurement Strategic: Influence of decision science on	Lecture		SR-3

	measurement, LAMP framework, Analytical foundation of HR measurement.		K3 S1 A1	
12	HR Dashboards: Importance, Types, Creation of Dashboards, Linking HR to business.	Lecture/ Cases	K1-K2	Chap. 5, SR-1
13	HR Dashboards: Importance, Types, Creation of Dashboards, Linking HR to business.	Lecture/ Cases	K1-K2	Chap. 5, SR-1
14	Effective Reporting —data reporting techniques to decision makers	Lecture	K1 S1	Readings will be provided
15	Effective Reporting —data reporting techniques to decision makers	Lecture	S2	Readings will be provided

Assignment

Project- Developing HR Dashboards

Purpose

The purpose of this assignment is

- To broaden your knowledge of a specific topic
- To help you gain experience in gathering, interpreting, and documenting information, developing and organizing ideas and conclusions and communicating them effectively in the form of paper
- To apply the concept learnt in the class

Scoring Rubric for assignment

Level of Achievement	Case/Project Report	Presentation

Exemplary	<ul style="list-style-type: none"> •Addresses the issues. •Presents arguments in a logical order. •Uses acceptable style and grammar (no errors). •Backs conclusions with data and warrants 	<ul style="list-style-type: none"> • No error in PPTs • Teamwork and excellent display of communication skills • Excellent handling of Q & A
Very Good	<ul style="list-style-type: none"> •Does not address the issue explicitly, although does so tangentially. •States a relevant and justifiable presentation. •Presents arguments in a logical order. •Uses acceptable style and grammar {one or two error(s)}. 	<ul style="list-style-type: none"> •Demonstrates accurate but only adequate understanding of the question because does not back conclusions with warrants and data.
Good	<ul style="list-style-type: none"> • Address the issue ambiguously • Presents arguments in a less logical order. •• Fails to use acceptable style and grammar (two or more errors). 	<ul style="list-style-type: none"> •_Okay kind of presentation •Less thorough than above. •Missing links in presentation. •Poor flow
Needs Improvement	<ul style="list-style-type: none"> •Does not address the question. •States no relevant answers. •Indicates misconceptions. •Is not clearly or logically organized. 	<ul style="list-style-type: none"> •Does not demonstrate accurate understanding of the Q & A. •presentation not in order. • No flow
Exposed	Many things mentioned above are missing and contents are unrelated /irrelevant	•Irrelevant material and poorly designed presentation

Plagiarism

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism in any form is unacceptable and will be treated seriously. All such cases will be referred to the appropriate University body for suitable disciplinary action.