



**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**HR Analytics- HR604**  
**CREDIT: 1.5Credits**  
**SESSION DURATION: 60 Minutes**

**TERM: VI**  
**ACADEMIC YEAR: 2018-2020**  
**BATCH: PGDM (2018-20)**

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Office hours: 9.30 AM – 5.30 PM

**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 and training effectiveness) 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 provide practical tips for driving the business processes and for overall business improvement.

**Learning objectives**

1. Understanding the relevance of HR analytics in the business domain. (LO1)
2. Understanding the process for linking employee data to critical business outcomes (LO2)
3. Understanding use of analytics to optimize employees' performance. (LO3)
4. To recognize strengths and identify any needs for improvement in the human resources function. (LO4)

**Course Pedagogy:**

The pedagogy shall be a mix of hands-on experiential simulations, video-based insights as well as lectures and case analyses. Research insights shall be disseminated through the readings, which are a mandatory requirement for classroom discussions. This course puts maximum weightage on assignments that would focus on ongoing leadership scenarios.

## Course evaluation criteria

Component	Weight	Learning Outcomes
Quiz	20%	<b>Quiz 1</b> Learning outcomes 1,2,3,4
Class participation	10%	
Assignments	15%	Learning outcomes 1-2
End-term	55%	Learning Outcomes 1-4
Total	100%	

## Course Readings:

- Banerjee P., Pandey J and Gupta M. (2019), Practical applications of HR Analytics, Sage Text.
- Pease G., Byerly, B, Fitz-enz J., Human Capital Analytics, Wiley, 2016.
- JAC FITZ-ENZ (2010), The New HR Analytics.

Session No.	Topic	Learning outcomes	Readings
1-3	<b>Rise of HR Analytics</b>  <b>Applications of HR metrics</b>	<b>LO1</b>	<ul style="list-style-type: none"><li>• Banerjee P., Pandey J and Gupta M. (2019), Practical applications of HR Analytics, Sage Text.</li></ul> Chapter 2 and 3
4-6	<b>Descriptive Analytics in HR</b> <b>Creating HR Dashboards</b> <b>Slicing and Dicing of HR Data using excel</b>	<b>LO2, LO3</b>	<ul style="list-style-type: none"><li>• Banerjee P., Pandey J and Gupta M. (2019), Practical applications of HR Analytics, Sage Text.</li></ul> Chapter 4 and 5
7-9	<b>The workforce planning</b>	<b>LO3</b>	<ul style="list-style-type: none"><li>• JAC FITZ-ENZ (2010), The New HR Analytics.</li></ul> Chapter 4
10-12	<b>Predictive analytics in HR for employee retention and controlling attrition.</b> <b>Follow up exercises</b>	<b>LO3, LO4</b>	<ul style="list-style-type: none"><li>• Banerjee P., Pandey J and Gupta M. (2019), Practical applications of HR Analytics, Sage Text.</li></ul> Module 3
13-15	<b>Revisiting HR analytics- Report writing</b>	<b>LO1-4</b>	References provided in the ppts.

## Plagiarism

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not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.