

Course Type	Course Code	Name of the Course	L	T	P	Credit
DE	NMSD534	HR Analytics	3	0	0	3
Course Objectives						
The course will provide an overview of HR analytics from its emergence to its future scope. It will help understand the critical stakeholders of HR analytics and the benefits of using analytics in HR. Tools and techniques for using HR analytics would be discussed in detail. Students will learn to create dashboards and use data visualization tools like Tableau. Case studies will enrich the understanding of the use of HR analytics for the various HR functions.						
Learning Objectives						
<ul style="list-style-type: none"> • Key theoretical concepts in HR analytics. • Tools and techniques of HR data collecting, examining and analyzing. • Application of HR analytics in business. 						

Unit	Topics to be covered	Lecture hours	Learning outcomes
1	Introduction to HR Analytics: Traditional human resource management, strategic human resource management, emergence of HR analytics	4	<ul style="list-style-type: none"> • Phase-wise evolution of HRM • Rationale behind emergence of HR analytics
2	Comprehending HR analytics: Models of HR analytics, critical stakeholders, holistic approach to application of HR analytics, benefits of HR analytics to business	6	<ul style="list-style-type: none"> • Identification of critical stakeholders • Application of analytics to a business problem
3	Tools and Techniques for HR data analysis: Information vs data, data collection, data cleaning, data analysis-regression analysis, classification analysis, clustering analysis, association analysis, and anomaly detection analysis	10	<ul style="list-style-type: none"> • Types of data gathered by HR professionals • Applying statistical techniques and conducting various types of analysis on data gathered by HR professional
4	Evaluation of each HR functions using HR analytics: recruitment and selection, training and development, performance appraisals, talent management, employee engagement, compensation management and expatriate management	9	<ul style="list-style-type: none"> • Application of HR analytics in various HR functions • Creating dashboards using MS Excel and Tableau
5	Case studies on HR analytics: Evaluation of each HR functions using HR analytics case studies, application of analytic tools on primary and secondary data	9	<ul style="list-style-type: none"> • Interpretation of HR analytics data • Importance of data visualization tools • Creating HR analytics reports
6	Present and future prospect of HR analytics in organizations: Challenges of establishing a HR analytics unit, factors determining adoption of HR analytics, HR analytics and job market	4	<ul style="list-style-type: none"> • Understand the process of building an HR analytics unit • Understand the linkage between HR analytics and business
Total		42	

Textbook:

1. Rama Shankar Yadav & Sunil Maheshwari (2021). HR Analytics: Connecting Data and Theory. Wiley.

Reference Book:

1. Shivinder Nijjer & Sahil Raj (2020). Predictive Analytics in Human Resource Management: A Hands-on Approach. Taylor & Francis.