Course Code	Course Name	Credits
26CM603	HUMAN RESOURCE ANALYTICS	04

Course Objectives

- Understand the role of analytics in Human Resource Management.
- Develop skills in data-driven HR decision-making.
- Learn HR metrics, KPIs, and workforce analytics
- Apply statistical and analytical tools in HR functions.
- Link HR analytics with business strategy.

Learning Outcomes

Upon successful completion of this course it is intended that a student will be able to:

- Understand the HR analytics concepts and applications.
- Analyze employee data using quantitative techniques.
- Evaluate recruitment, performance, and retention metrics.
- Use tools/software for HR data analysis.
- Make strategic HR decisions using analytics

Unit 1 - Introduction to HR Analytics **(12 Hrs.)**

Meaning and scope of HR Analytics - HR metrics vs HR analytics - Evolution of HR analytics - HR Information Systems (HRIS) & data sources - Employee life cycle analytics - Data-driven decision making in HR

Unit 2 – Workforce & Diversity Analytics **(12 Hrs.)**

Workforce planning and segmentation - Diversity & inclusion analytics - Measuring equality and diversity - Talent analytics and critical job roles - HR dashboards and scorecards.

Unit 3 - Recruitment & Selection Analytics **(12 Hrs.)**

Recruitment metrics (cost per hire, time to hire) - Predictive hiring models - Selection bias and validation - Employee turnover prediction - Talent acquisition analytics

Unit 4 – Performance & Employee Analytics **(12 Hrs.)**

Employee performance measurement - Training and development analytics - Employee engagement analytics - Compensation and benefits analytics - Retention and attrition analysis.

Unit 5 - Advanced HR Analytics & Applications **(12 Hrs.)**

Predictive analytics in HR - HR data visualization (dashboards, scorecards) - Data storytelling and reporting - Linking HR analytics with business outcomes - Ethical issues and data privacy in HR - Evidence-based HR practices.

Reference Books:

1. Martin R. Edwards & Kirsten Edwards, “Predictive HR Analytics: Mastering the HR Metric” 3rd Edition (2024), Kogan Page Publisher
2. Bernard Marr, “Data-Driven HR: How to Use AI, Analytics and Data to Drive Performance”, 2nd Edition (2023), Kogan Page Publisher.
3. Jac Fitz-enz, “The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments”, 2010, AMACOM Publisher.
4. Wayne Cascio & John Boudreau, “Investing in People: Financial Impact of Human Resource Initiatives” 3rd Edition (2019), SHRM / Kogan Publisher.

Websites and eLearning Sources:

1. https://www.youtube.com/watch?v=0B1mCAZeZfQ
2. https://www.youtube.com/watch?v=Ebd5kZ5spaE
3. https://www.youtube.com/watch?v=6xkQ9Zb0a8I
4. https://www.youtube.com/watch?v=0B1mCAZeZfQ
5. https://www.youtube.com/watch?v=0B1mCAZeZfQ

COs and Bloom's Taxonomy Mapping – 26CM603		
Course Outcomes	**On successful completion of this course, students will be able to**	**BTL**
CO1	Understand the HR analytics concepts and applications.	K2, K4
CO2	Analyze employee data using quantitative techniques.	K3, K4
CO3	Evaluate recruitment, performance, and retention metrics.	K3, K5
CO4	Use tools/software for HR data analysis.	K4, K5
CO5	Make strategic HR decisions using analytics	K3, K5

BTL (Bloom's Taxonomy Level) - K1 – Remembering, K2 – Understanding, K3- Applying, K4 – Analyse, K5- Evaluate and K6 - Create

Relationship Matrix – 26CM603													
Course Outcomes	**Programme Outcomes (POs)**						**Programme Specific Outcomes (PSOs)**						**Mean Score of Cos**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	
CO1	3	2	3	2	2	3	2	3	3	3	3	3	2.66
CO2	3	2	2	3	3	2	3	2	3	2	3	3	2.58
CO3	2	2	2	3	2	3	3	2	3	2	2	3	2.41
CO4	3	3	2	3	2	2	3	3	2	2	2	3	2.5
CO5	3	2	2	2	3	3	3	2	3	2	3	3	2.58
												Total	2.54

Mean Score: 3- High, 2- Medium/Moderate, 1-Low

FULLY HUMAN
Fully
Alive