**MBA424: HR ANALYTICS**

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| **Teaching Scheme** | **Examination Scheme** |
| Lectures: 4 hrs./Week | Class Test -12Marks |
| Tutorials: 1 hrs./Week | Teachers Assessment - 6MarksAttendance – 12 Marks |
|  Credits: 4 | End Semester Exam – 70 marks |

**HOURS:40**

UNIT I(10 Hrs): Workforce Analytics – Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, Use of Workforce / People / HR metrics to measure results in HR - Process vs Outcome, Efficiency vs Effectiveness, Lead vs Lag, challenges in measuring human capital, HR Business Framework, Concept of Balanced Score Card, Identifying key workforce questions, Strategic Case for Workforce Analytics, Data Sources, Power of combining data sources, Good, Important & Key Metrics.

UNIT II(10 Hrs): Recruitment Metrics: Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires, Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost. Diversity Metrics: Workforce diversity index, Gender mix, Differently abled index, Implementation challenges.

UNIT III(10 Hrs): Talent Metrics: Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure, Internal hired index. Learning & Development Metrics: Training need identification, Make or Buy Model, Training effectiveness evaluation, Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation. Internal Mobility Metrics: Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index. People Deployment Metrics: Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling, Churn index, Separation clearance time.

UNIT IV(Hrs): HR Cost Metrics: Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost, Compensation to HR cost, HR budget variance, HR ROI. HR KPI Dashboard: Calculating HR KPI, Scorecard based on recruitment, training and development, Calculating HR KPI, Scorecard based on employee retention, and turnover. HR Predictive Analytics: Regional and country level differences in turnover data, Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Predictive modelling of individual and team performance, Identifying flight-risk candidates, Report generation.

Suggested Text Books:

1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D. Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-Murray
2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya
3. Doing HR Analytics - A Practitioner's Handbook With R Examples Lyndon Sundmark

Course Outcomes: On successful completion of the course the learner will be able to

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|  | ***COURSE OUTCOMES DESCRIPTION*** |
| ***CO1*** | ENUMERATE the use of Workforce Analytics.  |
| ***CO2*** | UNDERSTAND the process of creating and using HR analytics  |
| ***CO3*** | USE dashboards, pivot tables for data driven decision making in HR.  |
| ***CO4*** | ILLUSTRATE the use of various tools and frameworks for predictive analytics. |
| ***CO5*** | DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.  |
| ***CO6*** | BUILD value for HR departments by showing clear links between HR and Business outcomes.  |