

## Human Resource Analytics

**Course Objectives** This course is designed to introduce students to the concepts of HR analytics in HR situations. Student should be able to understand the role of HR Analytics and build skills to conduct a HR Analysis

**Syllabus** Introduction to HR Analytics- Environmental scanning- Staffing Utility – Concept and Measures- Absenteeism and Separation - Employee Health Wellness and Welfare

### Expected Outcome

The study of the subject HR analytics should enable the students to understand the process of conducting HR analysis It should build capability to design & conduct a HR Analysis and come out with actionable recommendations.

### References

1. Wayne F. Cascio, John W. Boudreau, Investing in people: Financial Impact of Human Resource Initiatives, Pearson Education, New Jersey, US
2. Tracey Smith, HR Analytics, The what, Why and How, Le Create Space Independent Publishing Platform
3. Laurie Bassie, Rob Carpenter :HR Analytics Handbook, Mc Bassi & Company; 1st paperback edition, Brooklyn, US
4. Jac Fitz-Enz, The New HR Analytics: Predicting Economic Value of Your Company's Human Capital Investments. New York, NY: AMACOM.

### Topics

I HR Analytics Analytics-Nature-Evolution of Human Capital metrics-Steps in Analytics- Role of Descriptive analytics & Prescriptive analytics in HR analytics- HR Analytics Frameworks :LAMP framework – Logic, Measures, Analytics, Process, HCM:21 Framework, Talent ship Framework

Environmental scanning The Big Picture-The value of statistical analysis-The importance of risk assessment, Predictive management- Ready, Aim and Begin

II Staffing Utility – Concept and Measures A Decision-Based Framework for Staffing Measurement, Overview: The Logic of Utility Analysis, Utility Models and Staffing Decisions, The Taylor-Russell Model, The Naylor-Shine Model, The Brogden-Cronbach- Gleser Model

First Internal Examination

III Absenteeism and Separation Cost of Absenteeism - Direct Costs and the Incidence, Causes, Consequences, Categories of Costs, Analytics and Measures for Employee Absenteeism, Strategies to reduce absence, positive Incentives, Paid Time Off (PTO)

IV Employee Turnover: Separations, Acquisitions, Cost, and Inventory, Voluntary Versus Involuntary Turnover, Functional Versus Dysfunctional Turnover, Pivotal Talent Pools with High Rates of Voluntary Turnover, Involuntary Turnover due to Dismissals and Layoffs, computing Turnover rates, training cost, performance difference between separating employees and replacements, cost of lost productivity and lost business ,Promotion and succession planning analytics, Compliance analytics

Second Internal Examination

V Employee Health Wellness and Welfare

Logic of Workplace Health Programs (WHP), Analytics for Decisions about WHP Programs, Measures: Cost Effectiveness, Cost-Benefit, and Return-on-Investment Analysis, Cost-Effectiveness Analysis, Cost- Benefit and Return-on-Investment Analysis, Employee Assistance Programs (EAPs) Future of Lifestyle Modification, WHP, and EAPs

Final Examination