

## **Units:**

- Introduction to People Analytics
- Performance Evaluation & Advantages and Issues in PE
- Human Capital Benchmarking
- Strategic Workforce Planning (SWP)
- Recent Trends in Talent Management (TM)

### **Unit 1: Introduction to People Analytics**

#### **1. Definition and Scope of People Analytics**

- What is People Analytics?
- Evolution and Importance in HR.

#### **2. Core Metrics in People Analytics**

- Key performance indicators (KPIs) in HR.
- Metrics for recruitment, retention, and performance.

#### **3. Data Sources for HR Analytics**

- Internal HR systems, surveys, and external benchmarks.
- Ethical considerations and data privacy in HR analytics.

#### **4. Tools and Technologies for People Analytics**

- Overview of popular tools (e.g., Tableau, Power BI, R, Python).
- Emerging technologies in HR analytics.

#### **5. Data Science for HR Analytics**

- Data Management & HR Systems
- Database Management System
- Machine Learning in HR Systems

## **Unit 2: Performance Evaluation & Advantages and Issues in PE**

### **1. Introduction to Performance Evaluation (PE)**

- Objectives and types of performance evaluation systems.
- Aligning performance goals with organizational strategy.

### **2. Frameworks for Performance Evaluation**

- Balanced Scorecard.
- 360-degree feedback.
- OKRs (Objectives and Key Results).

### **3. Advantages of Performance Evaluation**

- Driving organizational success.
- Enhancing employee engagement and development.

### **4. Challenges and Issues in Performance Evaluation**

- Biases in performance measurement.
- Challenges in remote and hybrid work settings.

### **5. Tech-Driven Performance Evaluation**

- Using AI and predictive analytics for performance management.
- Real-time feedback systems.

## **Unit 3: Human Capital Benchmarking (4 Lectures)**

### **1. What is Human Capital Benchmarking?**

- Definition and importance.
- Key dimensions: employee productivity, turnover, engagement.

### **2. Methods of Benchmarking**

- Internal vs. external benchmarking.
- Using surveys and industry reports.

### **3. Metrics for Benchmarking**

- ROI on human capital.
- Workforce demographics and skill gaps.

### **4. Applications of Benchmarking**

- Setting competitive HR standards.
- Identifying best practices in the industry.

## **Unit 4: Strategic Workforce Planning (SWP)**

### **1. Introduction to Workforce Planning**

- Importance of aligning workforce strategy with business goals.
- SWP frameworks.

### **2. Workforce Demand and Supply Forecasting**

- Tools and models for workforce forecasting.
- Techniques for scenario planning.

### **3. Identifying Skills Gaps**

- Conducting skills inventories and gap analyses.
- Linking skills development to strategic goals.

### **4. Actionable SWP Strategies**

- Recruitment planning.
- Upskilling and reskilling initiatives.
- Succession planning.

### **5. Role of Technology in SWP**

- HRIS (Human Resource Information Systems).
- Predictive analytics for workforce optimization.

## **Unit 5: Recent Trends in Talent Management (TM) (4 Lectures)**

### **1. The Changing Landscape of Talent Management**

- From transactional to transformational HR.
- Key trends: Gig economy, remote work, diversity, and inclusion.

### **2. Data-Driven Talent Management**

- Leveraging analytics for talent acquisition and retention.
- Personalized career paths using AI.

### **3. Employee Experience and Engagement**

- Strategies for enhancing engagement through analytics.
- Tools for measuring employee experience.

### **4. Future of Talent Management**

- Predictive analytics and AI in TM.
- The role of HR in fostering innovation and agility.

**Suggested Readings:**

1. Bhattacharya Kumar Dipak, *HR Analytics Understanding Theories and Applications*, SAGE Publishing.
2. Banerjee Pratyush, Pandey Jatin, and Gupta Manish (2019), *Practical Applications of HR Analytics*, SAGE Publishing.
3. Sesil J., *Applying Advanced Analytics to HR Management Decisions: Methods for Recruitment, Managing Performance, and Improving Knowledge Management*, Prentice Hall.
4. Barnett K., Berk J., *Human Capital Analytics*, Word Association Publication.
5. Fitz-Enz J., *The HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, AMACOM.