

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.

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.