Name of the Programme: MBA
Course Code: MGA-628
Title of the course: Human Resources Analytics
Number of credits: 2
Effective from: 2022-23

Prerequisite for the course	NIL	
Objective:	To equip participants with tools and frameworks available for Human Resources Analytics	
Content:	**Unit I: Role of Analytics** HR Analytics: value creation, Diagnosing HR Challenges, Typical problems, Foundations of Data Science – Role of Artificial Intelligence (AI) and its various components such as Statistical Learning (SL), Machine Learning (ML) and Deep Learning Algorithms in Organisational Value Creation, Linking HR Data to Operational Performance.	6 hours
	Unit II: HRA Frameworks Current Approaches to Measuring HR, Strategic HR Metrics versus Benchmarking, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: LAMP Framework, HCM: 21 Framework and Talentship Framework, Components	9 hours
	Unit III: Predictive and Prescriptive Analytics Procedure, Determining Key Performance Indicators, Analysing and Report Data, Interpreting the Results and Predicting the Future, Metrics and Regression Analysis and Causation, Insights into Data Driven HRA: Sources, Issues, Building Support and Interest, Obtaining, Cleaning and Supplementing data, HR Metrics, HR Dashboards, Statistical Softwares, Data Visualisation Tools, Story Telling framework, Using Operations Research Tools in Talent Management, Prescriptive Analytics Techniques: Linear Programming, Data Envelopment Analysis	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Jac Fitz- enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition 2. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics,Wiley; 2013 or Latest edition 3. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition 4. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition 5. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and Applications, Sage, 2017 or Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: • Use Tools and Frameworks available for HRA • Evaluate Various HRA frameworks • Design a system for using predictive/ prescriptive analytics	