

HR ANALYTICS

Semester	III	CIE Marks	: 40
Course Code	18MBAHR302	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
2. To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
3. To aware the challenges human resources analytics for the competitive advantage of the organization.
4. To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.

Unit 1:

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)

Unit 2:

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Unit 3:

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Unit 4:

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Unit 5:

HR Matrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

HR Dashboards

Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBM-AMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

Unit 6:

HR Scorecard

Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

PRACTICAL COMPONENT:

- To solve case studies on Workplace Ethics Discussion on “How to have/ evaluate the performance of the MBA students”
- To visit organizations and find out the problems and causes for unethical behavior at Workplace.
- Identify the important HR metrics used in manufacturing companies.
- Ask students to collect manpower data of your institute and prepare HR Dashboards.
- Collect the payroll detail from IT Company and use module 6 contents.

COURSE OUTCOMES:

The students will be able to.

1. Have an understanding of How HR function adds value and demonstrates the value in business terms
2. Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
3. Convert soft factors in a people management context into measurable variables across various domains.

4. Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.

RECOMMENDED BOOKS:

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

REFERENCE BOOKS:

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3		X			X
CO4		X		X	

COMPENSATION & REWARD SYSTEM

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Course Objectives

1. To know the theoretical and practical developments in the area of compensation and benefits.
2. To discuss the strategic importance of compensation for the achievement of organizational goals.
3. To understand the relationship between compensation objectives and business strategy.
4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Unit 1:

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

Unit 2:

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

Unit 3:

Job Evaluation: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

Unit 4:

Determining External Competitiveness and Benefits Management: **Competitiveness:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades