

# HR Analytics

*(\*Indicative Course Outline at an introductory level, which will be revised later depending upon the comfort level of majority participants)*

Human Resource Management is moving away from intuition and experience based decision making to data based decision making like other management disciplines. Even though the transition has commenced slightly later, recent trends indicate the adoption of big data and artificial intelligence in HR across the globe and various sectors. Increased digitization and VUCA world requires a more agile and diverse workforce who collaborate globally both within and across multiple enterprises. We need to design new propriety metrics to understand unique human capital issues associated with such dynamic environment and new analytical tools to face the complex challenges presented by the big data environment.

Since the exposure and comfort level of participants vary significantly, this course is designed at an introductory level that allow participants to explore chosen domains of HR analytics based on their individual preferences. Depending upon the response of majority participants, facilitator is also planning to increase the difficulty level of the course as it progress.

## Course Objective:

This course is designed to help the participants to start their journey in the world of HR analytics in digital workspace though an increased exposure on:

- Descriptive Analytics: Developing new proprietary HR metrics relevant in digital workspace
- Predictive Analytics: Choosing relevant predictive analytic models that are applicable for human capital challenges in digital workspace
- Prescriptive Analytics: Offering solutions to various challenges/insights identified through predictive analytics.

## Methodology:

A mix of illustrated lectures, short case studies, in-class activities, individual readings and team projects to facilitate the learning. Being an introductory course that facilitate self-learning, higher emphasis is on multiple class activities, projects and class discussions.

## Recommended Text:

No recommended text books... Will share material or provide links

## Grading:

The grading for the course will be based on following components

| Component                           | Weight |
|-------------------------------------|--------|
| Class Participation                 | 10%    |
| Class Activities (Individual/Group) | 20%    |
| End Term Exam                       | 40%    |
| Group Project                       | 30%    |

**Class Participation:** You are evaluated value adding class participation that benefits the entire class. Facilitator grading will be based on the learning value of your intervention than the number of attempts. A part of the class participation marks are also determined by your active and alert attendance in class.

**Class Activities (Individual or Group):** You will do multiple assignments either individually or in group and expected to submit it to the facilitator by sending soft copies to a gmail id created for this purpose. These class activities are of experiential nature and hence you are encouraged to take feedback either in the class or during class breaks. Since some of the submissions will be shortlisted for detailed evaluation beyond submission on random number, you are expected to give equal importance to all of them.

**End term exam:** Closed book exam with a combination of multiple choice and short answers covering both theoretical and application aspects.

**Group Projects:** You will work in groups and do a project on one of the topic mentioned below. If majority of group members complain about limited/lack of participation by a member, facilitator will try to talk to the concerned member(s) over phone to verify the contribution and make required adjustment in their marks

Every project will include following aspects:

- a) Summary of the insights gained by the group members through interviews of relevant stakeholders (use textual analysis software –trial version or process discussed in session 9)
- b) Designing two proprietary metric relevant for the assigned topic and explaining their relevance to the assigned theme
- c) Developing the complete research design of the project and it should include: (i) specific research question (ii) important stakeholders and data source (iii) suitable predictive analytic tools with research methodology (iv) possible findings and (v) some prescriptions (based on expected/chosen findings in c-iv) that will help organization to address the issues/challenges associated with given topic.

Group members need to interview relevant stakeholders to understand the assigned topic better and need to give rational for choosing c (i) and expected findings associated with c (v).

Indicative themes based on App based Cab services (Feel free to choose other HR themes which involve above mentioned themes):

1. Across the globe, App based taxis use large proportion of part time drivers than full time drivers. How to identifying and attracting the appropriate candidates at the earliest.
2. Diversity targets and concerns for the organisation, while deploying part-time drivers. Ways to ensure the same for attaining the objective of minimal operational interruption.
3. Identifying the training requirements and measuring training effectiveness on a real time basis. Also focus on approach differences required for full time and part time drivers?
4. Effective expectation management process followed by drivers during the transition period (high incentive to reasonable incentive). Develop the profile of drivers who are effective in managing expectations and compare them across full time and part time drivers.
5. Avenues and possibilities for manipulation of performance indicators. How to identify them and take preventive measures considering larger organizational interest. Customization required for the approach for part time drivers, if any with reasons.

## HR Analytics (Introductory Level – XAHR2020)

### *Session-wise Details of Readings, Submission Details*

| Session No  | Topic                                                                                                     | Readings/Assignments (will be updated based on comfort level of participants)                                                                          |
|-------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Session 1-2 | Introduction & HR Analytic Continuum:<br><br>People analytics Vs HR Analytics                             | Customer Employee Value Chain in Sears Analytics 3.0<br><br>Chapter 2: Investing in People (Self Read; only questions/concerns are discussed in class) |
| Session 3-4 | Descriptive Analytics & Preparation of Proprietary Metrics                                                | Chapter IV: Predictive Analytics for HR<br>Measuring Turnover Costs<br><br>Proprietary metrics                                                         |
| Session 5   | Designing an Analytic Project                                                                             | Project Oxygen: How google sold its engineers on Management?<br><br>Chapter III: Predictive Analytics for HR                                           |
| Session 6   | Predictive Analytics: Choosing the Suitable Approach                                                      | Chapter V: Predictive Analytics for HR<br><br>Identify the Type of Statistical Analysis Required                                                       |
| Session 7   | From Predictive Analytics to Prescriptive Analytics                                                       | Case on Turnover Analysis                                                                                                                              |
| Session 8   | Prescriptive Analytics based on Study Finding<br><br>Illustrations of Analytics of Performance Management | CREPD<br><br>Choosing preferred performance management practices                                                                                       |
| Session 9   | Illustrations of Analytics: Engagement<br><br>Textual Analytics                                           | Case: Engagement Initiatives in ITL                                                                                                                    |
| Session 10  | Illustrations of Analytics: ONA, Ethical Concerns of HR Analytics                                         | How Microsoft optimized its investment in people?<br><br>How to pick up the best talent management initiative in your organization?                    |

***This course focus on analytics in HR domain, and not on various tools/technologies/platform used in analytics or statistics. Will be using SPSS as the platform to a large extent and excel to some extent. Participants are expected to be familiar with it.***