NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Integrated Bachelor of Business Administration-Master of Business Administration Programme/
Master of Business Administration (Family Business & Entrepreneurship) Programme

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Course Code	MFT5SEHR05 MBM5SEHR05 MFB5SEHR05
Course Title	Human Resource Analytics

Course Learning Outcomes (CLO):
At the end of the course, students will be able to:
1. Explain preparation of human resource metrics to support business improvement
2. Identify and use human resource data in organizations for decision making
3. Develop an action plan to drive the use of human resource measurement in organizations

Syllabus	Teaching Hours
Unit I: Introduction to Human Resource Analytics • Understanding HR indicators, metrics and data • Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework	05
Unit II: Statistics for HRM • Statistical analysis for HR (regression analysis, measures of central tendency) • Graphs, tables, spreadsheets	07
Unit III: Benchmarking and best practices • Staffing, supply and demand forecasting, • Total compensation analyses, • Performance Analytics, • Attrition Analytics, • Learning and Development Analytics, Diversity Analytics, Employee engagement analytics, • Employee satisfaction analytics	13
Unit IV: Measuring HR Contribution • Developing HR Scorecard • Developing HR Analytics Unit: Analytics Culture • Analytics for decision making	05

Suggested Readings:

1. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business
3. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
4. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press

w.e.f. Academic Year 2019-20 and onwards