

School of Professional Advancement

Course Outline

Course Title HR Analytics and Strategic Workforce Planning

Course Type: Applied

Course Description

HR Analytics and Strategic Workforce Planning

Workforce planning is a business process to align changing business and people strategies. This course is designed to provide student with an understanding of the role of data and technology in human capital management according to organizations goal and objectives. An evidenced-based approach assist key leaders to have insights and to make informed decisions, to ensure the right people have the right skills at the right time. Effective HR starts by getting metrics and measurement right. Metrics help you determine the efficiency and impact of the workforce and the HR department itself. This course teaches students to understand and develop HR metrics, implement them, and align them with organization's strategy. This course offers a unique opportunity to get a solid understanding of HR metrics. Students will learn HR metrics which are relevant to strategic business goals. It will assist students to effectively manage recruitment and succession planning.

Recommended Book:

- Fitz-Enz, J., & John Mattox, I. I. (2014). *Predictive analytics for human resources*. John Wiley & Sons.
- Soundararajan, R., & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. SAGE Publications.
- Fitz-Enz, J. (2000). *ROI of human capital: Measuring the economic value of employee performance*. AMACOM Div American Mgmt Assn.
- Bari, A., Chaouchi, M., & Jung, T. (2016). *Predictive analytics for dummies*. John Wiley & Sons.

Instructional Goals (or Course Objective)

1. Understand the linkages between business and people strategy
2. Assess and anticipate external market factors to mitigate people risks
3. Use the techniques and tactics applicable to workforce planning
4. Practice application of techniques in exercises
5. Develop action plans using measure and metrics to identify critical roles to improve recruitment and retention

Course (Student) Objectives

Upon completion of the course, students will be able to:

1. Research and analyze appropriate internal and external HR metrics and measure
2. Students will understand the importance of data driven approach in each process of HR.
3. HR analytics facilitate the HR department in aligning its strategy with the organization.

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Course Outline

Brief Course Content

Session 1: Introduction of Course

- Class and course Introduction
- Teaching & Assessment Methodology
- Setting up Norms in class
- Overview of HR analytics and strategic workforce planning

Learning Outcome

- Students will be able to understand strategic workforce planning and HR analytics.

Session 2: Strategic Human Resource Planning

- Purpose of HR plan
- Integration of HR plan and business plan
- Strategic HR planning
- Technique and significance of HR planning

Activity-Case Study: "Questions for your HR Chief: Are we using our 'people data' to create value?" McKinsey Quarterly, March 2011

<http://www.mckinsey.com/business-functions/organization/our-insights/question-for-your-hr-chief-are-we-using-our-people-data-to-create-value>

Learning Outcome

- Students will be able to learn how traditional HRM is different from strategic HRM and acquire knowledge about the steps needed to do a strategic HR plan.
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Session 3: Strategic Approach to Manpower Acquisition

- Strategic Recruitment
- Business strategy driving internal and external market choice
- Developing knowledge stock for future use

Activity-Case Study: People before Strategy, August 2015 <https://hbr.org/2015/07/people-before-strategy-a-new-role-for-the-chro>

Learning Outcome

- Enable students to learn that organizations' choice of employee internal or external recruitment largely depends upon its business strategies.

Session 4: Strategic Approach to Management Structure, Job Design and Work System

- Introduction to organization structure
- Structure and organization structure
- High performance work system

Activity: *Quiz*

Learning Outcome

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- Enable students to understand that structure of organization emerges out of the necessity of sharing resources and facilities across departments and divisions.

Session 5: Merger and Acquisition and HRM

- Merger and Acquisition and Resource Driven Strategy
- Causes of merger and acquisition
- Approach towards HR System integration

Class activity: Discussion

Learning Outcome

- Students will learn to different situation that lead a company to acquire another company, actions of merger, and acquisition along with importance of HR in acquisition.

Session 6: HR Analytics

- HR vs People Analytics
- Big data and HR analytics

Activity: Better People Analytics, December 2018

<https://hbr.org/2018/11/better-people-analytics>

Learning Outcome

- Participant will learn that in the business world, cost reduction and cost management is an important issue and HR can facilitate an organization in doing so.

Session 7: Articulating Business Value of HR Programs

- HR Analytics linkage to business outcome
- HR Analytics impact on business
- Measure HR programs for business result

Class activity: Class discussion

Learning Outcome

- Participant will learn what drives revenue of the business by understanding the business, and who the major customer of business.

Session 8: Analytical Problem Solving

- Approaches to solve problem using analytics

Activity: Quiz: announced quiz (5 Marks)

Learning Outcome

- Participant will learn to use data to identify the problem and take logical and data driven decision.

Session 9: Competing through workforce Analytics

- Measure the softer aspects of organization structure
- Organization demographics and succession planning

Class Activity: Class Discussion

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Learning Outcome

- Participant will understand that data and analytics can facilitate HR professionals in even soft areas of HR processes.

Session 10: Acquiring High Quality Talent

- Business Levers of talent acquisition
- Opportunity cost of cycle time
- Importance of quality of hire
- Measuring and improving process capability

Class Activity: Introduction to SPSS

Learning Outcome

- Participant will be able to understand that talent acquisition is also data oriented process. The quality of new candidate and process cost can be accurately using HR analytics.

Session 11: Result-oriented Talent Development

- Measuring ROI on talent development
- Right metrics and measures for strategic development

Class Activity: Project: Data Collection

Learning Outcome

- Students will learn analytics is meeting of art and science and learn how data can give information for strategic decision and help measure the ROI of human capital.

Session 12: Talent Engagement and Retention

- Traditional measure of employee engagement
- Measuring attrition
- Employee retention

Class Activity: SPSS, Descriptive Analysis

Learning Outcome

- Understand the role that analytics plays in employee retention and engagement and talent development plan assist an organization in a long term basis.

Session 13: Measuring and Managing Competencies

- Competency Baselineing
- Leadership Development
- Using competencies in talent acquisition

Class Activity-Presentation

Learning Outcome

- Students will learn how analytics can facilitate HR in identifying the key competencies of each position and have a data of number of individuals who have met the standards.

Session 14: Optimizing Compensation and Benefits for High Performance

- Organization structure and cost of management
- Portfolio management of benefits

Class Activity-Presentation

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Learning Outcome

- Student will understand that data can facilitate in measuring the ratio of investment in people and equipment. On the cost side, help determine the turnover rates, productivity and profitability.

Session 15: Presentation

ASSESSMENT METHODOLOGY

The participants' performance will be assessed through the following activities:

Class Participation (Individual-Every Class)	10 %
In-Class Activities	15 %
Assignment	15%
Short Quiz (Individual)	10 %
Class Presentation	12 %
Viva	8%
Final Term Examination / Final Project (Group)	30 %
Total	100 %

Note: Detail description of every assessment activity will also be provided in the class. In the first three classes, no activity is graded.

Personal Ethics

It is expected that students exhibit professional and respectful behavior in class. The active participation and study collaboration with others in class is highly encouraged. The demonstration of inappropriate behavior such as ignoring, excessive talking, and irresponsible use of cell phone, inappropriate communications or being indifferent to the feelings of other students is unacceptable. Cheating, plagiarism (submitting the language, ideas, thought or work of another as one's own) or otherwise indulging unfair means to attain grade would result in severe disciplinary action.

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CALENDAR OF ACTIVITIES

Session	Sub-Topic	Activities
1	<ul style="list-style-type: none"> ▪ Class and course Introduction ▪ Teaching & Assessment Methodology ▪ Setting up Norms in class ▪ Overview of HR analytics and strategic workforce planning 	
2	<ul style="list-style-type: none"> ▪ Purpose of HR plan ▪ Integration of HR plan and business plan ▪ Strategic HR planning ▪ Technique and significance of HR planning 	Case Study
3	<ul style="list-style-type: none"> ▪ Strategic Recruitment ▪ Business strategy driving internal and external market choice ▪ Developing knowledge stock for future use 	Case Study
4	<ul style="list-style-type: none"> ▪ Introduction to organization structure ▪ Structure and organization structure ▪ High performance work system 	Quiz
5	<ul style="list-style-type: none"> ▪ Merger and Acquisition and Resource Driven Strategy ▪ Causes of merger and acquisition ▪ Approach towards HR System integration 	
6	<ul style="list-style-type: none"> ▪ HR Analytics ▪ HR vs. People Analytics ▪ Big data and HR analytics 	Case Study
7	<ul style="list-style-type: none"> ▪ Articulating Business Value of HR Programs ▪ HR Analytics linkage to business outcome ▪ HR Analytics impact on business ▪ Measure HR programs for business result 	
8	<ul style="list-style-type: none"> ▪ Analytical Problem Solving ▪ Approaches to solve problem using analytics 	Quiz
9	<ul style="list-style-type: none"> ▪ Competing through workforce Analytics ▪ Measure the softer aspects of organization structure ▪ Organization demographics and succession planning 	
10	<ul style="list-style-type: none"> ▪ Acquiring High Quality Talent ▪ Business Levers of talent acquisition ▪ Opportunity cost of cycle time ▪ Importance of quality of hire 	Activity

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	<ul style="list-style-type: none"> ▪ Measuring and improving process capability 	
11	<ul style="list-style-type: none"> ▪ Result-oriented Talent Development ▪ Measuring ROI on talent development ▪ Right metrics and measures for strategic development 	
12	<ul style="list-style-type: none"> ▪ Talent Engagement and Retention ▪ Traditional measure of employee engagement ▪ Measuring attrition ▪ Employee retention 	
13	<ul style="list-style-type: none"> ▪ Measuring and Managing Competencies ▪ Competency Base lining ▪ Leadership Development ▪ Using competencies in talent acquisition 	
14	<ul style="list-style-type: none"> ▪ Optimizing Compensation and Benefits for High Performance ▪ Organization structure and cost of management ▪ Portfolio management of benefits 	Presentation
15	Presentation	