



**Faculty of Management and Finance**  
**Bachelor of Business Administration Honours in Human Resource Management**  
**Degree Programme**  
**Course Unit Information Sheet**

|                                                                                                                                                                                                                                                                                                                                                                                                         |          |                                 |                  |                             |             |
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| <b>Course Code</b>                                                                                                                                                                                                                                                                                                                                                                                      |          | <b>HRM 41543</b>                |                  |                             |             |
| <b>Course Name</b>                                                                                                                                                                                                                                                                                                                                                                                      |          | <b>Human Resource Analytics</b> |                  |                             |             |
| <b>Semester</b>                                                                                                                                                                                                                                                                                                                                                                                         |          | <b>4000 Level - Semester I</b>  |                  |                             |             |
| <b>Credit Value</b>                                                                                                                                                                                                                                                                                                                                                                                     | <b>3</b> | <b>Core/Optional</b>            | <b>Core</b>      | <b>GPA/NGPA</b>             | <b>GPA</b>  |
| <b>Hourly Breakdown</b>                                                                                                                                                                                                                                                                                                                                                                                 |          | <b>Lectures</b>                 | <b>Practical</b> | <b>Independent Learning</b> |             |
|                                                                                                                                                                                                                                                                                                                                                                                                         |          | <b>45 Hours</b>                 | <b>-</b>         | <b>105 Hours</b>            |             |
| <b>Course Description</b><br>This course focuses on data-driven evidence-based approaches for making Human Resource related decisions in an organisational context. It provides knowledge and understanding of concepts, theories, systems, models, practices, and techniques of HR analytics to track, quantify, and assess the impact of human resource activities on organisation’s overall success. |          |                                 |                  |                             |             |
| <b>Intended Learning Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                       |          |                                 |                  | <b>PLO Alignment</b>        |             |
| At the end of the course unit, the student shall be able to,                                                                                                                                                                                                                                                                                                                                            |          |                                 |                  |                             |             |
| 1. Explain the concepts, theories, systems, models, practices, and techniques of HR Analytics.                                                                                                                                                                                                                                                                                                          |          |                                 |                  | 1, 2                        |             |
| 2. Describe the evolution of Human Resource analytics in a business context.                                                                                                                                                                                                                                                                                                                            |          |                                 |                  | 1,2, 3,                     |             |
| 3. Describe the metrics measured by HR analytics.                                                                                                                                                                                                                                                                                                                                                       |          |                                 |                  | 1, 2, 5                     |             |
| 4. Use data organisation and management tools to structure and prepare HR data for analysis and reporting.                                                                                                                                                                                                                                                                                              |          |                                 |                  | 2, 3, 11, 18, 19            |             |
| 5. Apply HR analytics techniques to address Human Resource related issues in an organisational context.                                                                                                                                                                                                                                                                                                 |          |                                 |                  | 24, 25, 26                  |             |
| <b>Course Content</b>                                                                                                                                                                                                                                                                                                                                                                                   |          |                                 |                  | <b>Hours</b>                | <b>ILOs</b> |
| 1. Overview of HR Analytics                                                                                                                                                                                                                                                                                                                                                                             |          |                                 |                  | 3                           | 1           |
| 2. Pillars of HR Analytics Success                                                                                                                                                                                                                                                                                                                                                                      |          |                                 |                  | 3                           | 1, 2        |
| 3. Data Visualisation and Predicting Modelling Techniques Reporting Tools.                                                                                                                                                                                                                                                                                                                              |          |                                 |                  | 3                           | 4, 5        |
| 4. Workforce Planning Analytics                                                                                                                                                                                                                                                                                                                                                                         |          |                                 |                  | 3                           | 2, 3        |
| 5. Talent Sourcing Analytics                                                                                                                                                                                                                                                                                                                                                                            |          |                                 |                  | 3                           | 2, 3, 4     |
| 6. Onboarding and Cultural Fit                                                                                                                                                                                                                                                                                                                                                                          |          |                                 |                  | 3                           | 2, 3        |
| 7. Talent Engagement Analytics                                                                                                                                                                                                                                                                                                                                                                          |          |                                 |                  | 3                           | 2, 3        |
| 8. Analytical Performance Management                                                                                                                                                                                                                                                                                                                                                                    |          |                                 |                  | 3                           | 2, 3, 4     |
| 9. Employee Lifetime Value and Cost Modelling                                                                                                                                                                                                                                                                                                                                                           |          |                                 |                  | 3                           | 2, 5        |
| 10. Employee Retention Analytics                                                                                                                                                                                                                                                                                                                                                                        |          |                                 |                  | 3                           | 2, 4, 5     |
| 11. Big Data and HR Analytics                                                                                                                                                                                                                                                                                                                                                                           |          |                                 |                  | 6                           | 3, 4, 5     |
| 12. HR Analytics Audit                                                                                                                                                                                                                                                                                                                                                                                  |          |                                 |                  | 6                           | 4           |
| 13. Future of HR Analytics                                                                                                                                                                                                                                                                                                                                                                              |          |                                 |                  | 3                           | 5           |
| <b>Teaching Methods</b>                                                                                                                                                                                                                                                                                                                                                                                 |          |                                 |                  |                             |             |
| Lectures, Tutorials, Practical sessions, Guest lectures, Workshops, Group discussions, and Field visits                                                                                                                                                                                                                                                                                                 |          |                                 |                  |                             |             |

| <b>Assessment Methods</b>                                                                                                                                                                                                                                                                                                                                                   |                        |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------|
| In-course Assessments 30 %                                                                                                                                                                                                                                                                                                                                                  | Final Examination 70 % | Total: 100% |
| <b>Recommended Reading</b>                                                                                                                                                                                                                                                                                                                                                  |                        |             |
| <ol style="list-style-type: none"> <li>1. Jean, P.I.J.S., Harriott. People Analytics in the Era of Big Data Changing the Way You Attract, Acquire, Develop, and Retain Talent, Willey publishing, The latest edition.</li> <li>2. Edwards, M.R., &amp; Edwards, K. Predictive HR Analytics: Mastering the HR Metrics. Kogan Page: New Delhi. The latest edition.</li> </ol> |                        |             |