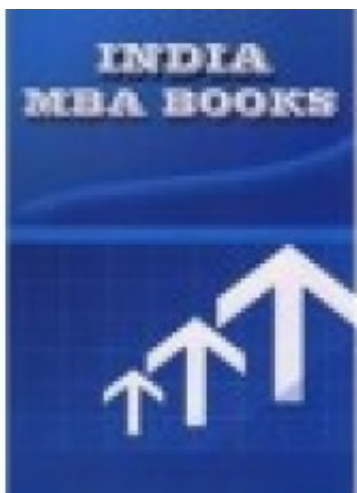


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UNIT -I

HR Analytics: Evolution of HRIS and HR Analytics. Types and Measures - HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/Managers - HR expectations on Analytics, understanding HR indicators, metrics and data, Data collection, tracking, entry. Relational databases and HR systems.

UNIT-II

E-HRM, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel).

UNIT- III

Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification-return on investment, Communicating recommendations.

UNIT -IV

Perspective of analytics in HR, Translator role, resistance to workforce analytics, emerging data sources, workforce analytics function, modelling in HR: descriptive and indicative models for employee retention and turnover. Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD

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