

H9AEBDM: HR Analytics and Evidence based Decision Making

Module Code:	H9AEBDM
Long Title	HR Analytics and Evidence based Decision Making APPROVED
Title	HR Analytics and Evidence based Decision Making
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	COLETTE DARCY
Module Author:	Isabela Da Silva
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Critically evaluate the major theories of HRM data and analytics and evaluate the importance of aligning HRM analytics to the wider organisational context and strategy.
LO2	Understand the role of data in demonstrating return on investment (ROI) of HRM strategies and initiatives such as L&D, recruitment, reward etc.
LO3	Critically evaluate how Information Human Resource Systems (IHRS) systems can be implemented in organisations to improve organisational effectiveness.
LO4	Critique the concepts & theories underpinning data and analytics, design & development, evidence-based practice and critical decision-making.
LO5	Demonstrate how to translate data analysis and results into tangible predictive business applications i.e.: demonstrate the ability to use analytics to build the case for L&D and other HR initiatives.
LO6	Understand the changing technological developments in HR and other business functions. How technology and analytics impacts upon the strategy, design and practice of both HR and the business and how the variety of technological solutions can enable enhance the HR function and its initiatives.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.

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Module Content & Assessment			
Indicative Content			
Overview and purpose of HR analytics and data. Types of HR metrics and data Balanced Scorecards & KPIs Strategic Workforce Planning Strategy & data driven decision-making Measuring performance & potential Human Capital reporting Linking Human Resources to ROI - financial HR, cost of absenteeism, L&D, turnover etc			
Defining Metrics Evaluate and appraise different types of data, graphics and statistical measures and their appropriateness in a range of scenarios. Key areas include; Descriptiveanalyticsand use of multidimensional data Predictiveanalytics Prescriptiveanalytics Understanding qualitative HRM performance metrics i.e., L&D, performance, workforce planning etc.			
Data Overview Understanding the importance of data integrity and quality Use of various data sources - qualitative and quantitative, correlation and causation. Importance of consistency and reliability of data inputs for reporting Practical techniques to assess the integrity of data and avoid common pitfalls How to analyse data Understand the theoretical concepts of big data, data mining etc. Understanding of the General Data Protection Regulation (GDPR) and ethical issues concerning analytics			
Role of analytics in HRM strategy Building the business case for HR metrics How to build support amongst stakeholders Application of data analysis for business strategic goals Implementation of HR metrics for strategic and operational purposes			
HR analytics and evidence-based decision-making How to examine, evaluate and provide insights from HR data in areas such as absenteeism, turnover, pay, legislation - gender pay gap, performance management, talent management, L&D, culture (staff surveys), employee demographics etc. How to design a data system through case studies and practical examples Examination of data visualisation methods to report for impact			
Information Human Resources Systems (IHRS) Types of IHRS Relevance of IHRS to the organisation and the business strategy How to project plan the implementation of an IHRS Advantages and disadvantages of IHRS			
Assessment Breakdown			%
Coursework			60.00%
End of Module Assessment			40.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Project	% of total:	60
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: 2,000-2500 word assignment pertaining to HR analytics.			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	40
Assessment Date:	End-of-Semester	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: Learners are required to complete an unseen three-hour examination where they answer three questions from a total of five.			
No Workplace Assessment			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	36	Per Semester	3.00
Independent Learning	Independent Learning	178	Per Semester	14.83
Directed Learning	Directed e-learning	36	Per Semester	3.00
Total Weekly Contact Hours				6.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Khan, M., Milliner, D.. 2019, Introduction to People Analytics, A practical guide to data-driven HR, Kogan Page. Available in the NCI library on eBook and hard copy.</p> <p>Marr, B. 2018, Data-driven HR: how to use analytics and metrics to drive performance. London: Kogan Page. Available in the NCI library on eBook and hard copy.</p>	
<i>Supplementary Book Resources</i>	
<p>Barends, E. and Rousseau, D.. 2018, Evidence-based management: how to use evidence to make better organizational decisions. London: Kogan Page.</p> <p>Ferrar, J. and Green, D.. 2021, Excellence in People Analytics, How to Use Workforce Data to Create Business Value. London: Kogan Page.</p> <p>Kahneman, D.. 2011, Thinking fast, thinking slow. London: Penguin.</p> <p>Marler, J.H. and Boudreau, J.W.. 2017, An evidence-based review of HR analytics. International Journal of Human Resource Management. Vol 28, No 1. pp3–26. S.</p> <p>Mattox, J.R., Parsky, P. and Hall, C. 2020, Learning analytics: using talent data to improve business outcomes. 2nd ed. London: Kogan Page.</p> <p>Taylor, D.H. (2017) Learning technologies in the workplace: how to successfully implement learning technologies in organizations. London: Kogan Page.</p>	
<i>This module does not have any article/paper resources</i>	
<i>Other Resources</i>	
<p>[Website], People Analytics factsheet, https://www.cipd.ie/knowledge/world-work /analytics/factsheet</p> <p>[Website], CIPD, (2018), Getting started with People Analytics – A Practitioners Guide, https://www.cipd.ie/knowledge/world-work /analytics/practitioner-guide</p> <p>[Website], CIPD. (2017) Human capital analytics and reporting: exploring theory and evidence. London: Chartered Institute of Personnel and Development., https://www.cipd.co.uk/knowledge/strateg y/analytics/human-capital-analytics-repo rt</p> <p>[Website], CIPD/Workday. (2018) People analytics: driving business performance with data. London: Chartered Institute of Personnel and Development, https://www.cipd.co.uk/knowledge/strateg y/analytics/people-data-driving-performa nce</p> <p>[Website], CIPD (2016) In search of the best available evidence. Chartered Institute of Personnel and Development, https://www.cipd.co.uk/knowledge/strateg y/analytics/evidence-based-decision-maki ng</p> <p>[Website], Houghton, E. and Green, M. (2018) People analytics: driving business performance with people data. Report. London: Chartered Institute of Personnel and Development., http://www.cipd.co.uk/knowledge/strategy /analytics/people-data-driving-performan ce</p> <p>[Website], Sclater, N. (2017) Learning analytics explained. Abingdon: Routledge.</p> <p>[Website], Chartered Institute of Personnel and Development. CIPD Toolkits, http://shop.cipd.co.uk/shop/bookshop/too lkits</p> <p>[Website], European Commission. Eurostat, http://ec.europa.eu/eurostat</p> <p>[Website], European Central Bank, http://www.ecb.int</p> <p>[Website], Central Statistics Office, http://www.cso.ie</p> <p>[Website], Economic and Social Research Institute, http://www.esri.ie/</p> <p>[Website], World Bank. Data, http://data.worldbank.org/</p> <p>[Website], Institute for Statistics Education, http://www.statistics.com/</p> <p>[Website], OECD. Data, https://data.oecd.org/</p>	
Discussion Note:	