

## H8HRA: HR Analytics

Module Code:	H8HRA
Long Title	HR Analytics <b>APPROVED</b>
Title	HR Analytics
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	COLETTE DARCY
Module Author:	Michael Cleary-Gaffney
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
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	Describe the role of data in demonstrating return on investment (ROI) of HRM strategies and initiatives such as L&D, recruitment, reward etc.
LO3	Ability to critique the concepts & theories underpinning data and analytics, design & development, evidence-based practice and critical decision-making.
LO4	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.
LO5	Analyse the contemporary, emerging and changing technological developments in HR and other business functions.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	

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Module Content & Assessment			
Indicative Content			
<b>Overview and purpose of HR analytics and data.</b> 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.			
<b>Defining Metrics</b> Evaluate and appraise different types of data, graphics and statistical measures and their appropriateness in a range of scenarios. Key areas include; Descriptive analytics and use of multidimensional data Predictive analytics Prescriptive analytics Understanding qualitative performance metrics i.e., L&D, performance, workforce planning etc.			
<b>Data Overview</b> Appreciate 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 Examine the theoretical concepts of big data, data mining etc. Comprehend and critically review the General Data Protection Regulation (GDPR) and ethical issues concerning analytics			
<b>Role of analytics in HRM strategy</b> Building the business case for HR metrics How to build support amongst stakeholders Application of data analysis for business strategic goals			
<b>Examination of key HR analytics and data</b> 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			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
<b>Assessment Type:</b>	Continuous Assessment	<b>% of total:</b>	100
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Analysis of a case study of the student's choice. Evidence to be produced This consists of a written submission requiring students to critically analyse the role of technology and HRM analytics to enhance organisational effectiveness and efficiency on an organisation of their choice. Students will be assessed on the basis of a 2,500 word assignment.			
<b>Assessment Type:</b>	Formative Assessment	<b>% of total:</b>	Non-Marked
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5
<b>Non-Marked:</b>	Yes		
<b>Assessment Description:</b> Formative assessment will be included by the provision of class case studies and short answer questions. Feedback will be provided individually or as a group in written and oral format, or on-line through Moodle. In addition, in class discussions will be undertaken as part of the practical approach to learning.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
<b>Coursework Only</b> <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			

## H8HRA: HR Analytics

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	32	Per Semester	2.67
Directed Learning	Directed e-learning	6	Per Semester	0.50
Independent Learning	Independent Learning	212	Per Semester	17.67
Total Weekly Contact Hours				3.17

Module Resources	
<i>Recommended Book Resources</i>	
Khan, M., Milliner, D. (2019) Introduction to People Analytics, A practical guide to data-driven HR, Kogan Page..	
<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>Marr, B. (2018) Data-driven HR: how to use analytics and metrics to drive performance. London: Kogan Page..</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>Sclater, N. (2017) Learning analytics explained. Abingdon: Routledge.</p>	
<i>Recommended Article/Paper Resources</i>	
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.	
<i>Other Resources</i>	
<p>CIPD, (2019), People Analytics factsheet available at <a href="https://www.cipd.ie/knowledge/world-work/analytics/factsheet">https://www.cipd.ie/knowledge/world-work/analytics/factsheet</a>.</p> <p>CIPD, (2018), Getting started with People Analytics – A Practitioners Guide available at: <a href="https://www.cipd.ie/knowledge/world-work/analytics/practitioner-guide">https://www.cipd.ie/knowledge/world-work/analytics/practitioner-guide</a>.</p> <p>CIPD. (2017) Human capital analytics and reporting: exploring theory and evidence. London: Chartered Institute of Personnel and Development. Available at: <a href="https://www.cipd.co.uk/knowledge/strategy/analytics/human-capital-analytics-report">https://www.cipd.co.uk/knowledge/strategy/analytics/human-capital-analytics-report</a>.</p> <p>CIPD/Workday. (2018) People analytics: driving business performance with data. London: Chartered Institute of Personnel and Development. Available at: <a href="https://www.cipd.co.uk/knowledge/strategy/analytics/people-data-driving-performance">https://www.cipd.co.uk/knowledge/strategy/analytics/people-data-driving-performance</a>.</p> <p>CIPD (2016) In search of the best available evidence. Chartered Institute of Personnel and Development. Available at: <a href="https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-decision-making">https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-decision-making</a>.</p> <p>Chartered Institute of Personnel and Development. CIPD Toolkits, <a href="http://shop.cipd.co.uk/shop/bookshop/toolkits">http://shop.cipd.co.uk/shop/bookshop/toolkits</a>.</p> <p>European Commission. Eurostat, <a href="http://ec.europa.eu/eurostat">http://ec.europa.eu/eurostat</a>.</p> <p>European Central Bank, <a href="http://www.ecb.int">http://www.ecb.int</a>.</p> <p>Central Statistics Office, <a href="http://www.cso.ie">http://www.cso.ie</a>.</p> <p>Economic and Social Research Institute, <a href="http://www.esri.ie/">http://www.esri.ie/</a>.</p> <p>World Bank. Data, <a href="http://data.worldbank.org/">http://data.worldbank.org/</a>.</p> <p>Institute for Statistics Education, <a href="http://www.statistics.com/">http://www.statistics.com/</a>.</p> <p>OECD. Data, <a href="https://data.oecd.org/">https://data.oecd.org/</a>.</p>	
Discussion Note:	