

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA				Branch/Spec.	Tech MBA (MBA Technology Management)			
Semester	III				Version	2.0.0.0			
Effective from Academic Year		2025-26			Effective for the Batch admitted in			January 2025	
Course Code	IIIA02AH H		Course Name		Advanced Human Resource Management and HR Analytics				
Teaching Scheme					Examination Scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0		4	Theory	60	40	100
Hours	4	0	0		4	Practical			
Pre-requisites									
Course Outcomes									
On successful completion of the course, the students will be able to:									
CO1	Align HR strategies with core business objectives to foster a culture of innovation, agility, and high performance within technology-focused organizations.								
CO2	Design and evaluate modern talent management programs for acquiring, developing, and retaining high-value technical and leadership talent.								
CO3	Apply analytical frameworks to interpret HR data, diagnose organizational challenges, and present data-driven recommendations to senior leadership for effective decision-making.								
CO4	Evaluate and integrate emerging HR technologies (HR Tech) and strategies to effectively manage the future of work, including remote/hybrid models and AI-augmented workforces.								
Theory Syllabus									
Unit	Content								Hrs.
1	Introduction to Human Resource Management: Meaning, nature, and scope of HRM, Evolution of HRM: From Personnel Management to Strategic HRM, Importance of HRM in modern organizations, Roles & responsibilities of HR managers, HRM models (Harvard, Michigan, 5-P Model). Human Resource Planning & Job Analysis: HR Planning: Concept, steps, and importance, Demand & supply forecasting, Job analysis, job description, and job specification, Competency mapping basics. Introduction to Strategic HRM in the Digital Economy. The evolution of HRM from a support function to a strategic business partner, The role of HR in driving innovation and corporate strategy, The HR Business Partner (HRBP) model in tech companies, Designing agile organizational structures for tech teams, Linking HR metrics to business KPIs (Key Performance Indicators), Building a high-performance work culture, Change management principles for digital transformation, The financial impact of human capital decisions								15
2	Recruitment & Selection: Recruitment: Sources and strategies, Selection process & tools, Interviewing skills and best practices. Modern recruitment: AI-based hiring, LinkedIn, and digital recruitment. Training & Development. Need for training and skill development, Training cycle: Need analysis, design, delivery, evaluation. On-the-job and off-the-job training methods. Career planning & employee development. Performance Management & Appraisal: Performance Management System (PMS): Concept & components, Goal-setting and KPIs, Appraisal methods (360°, MBO, BARS, etc.). Giving effective feedback. Linking performance with rewards. Technology-Driven Talent Management Lifecycle, Strategic workforce planning and forecasting for tech roles, Building a compelling employer brand to attract technical talent, Modern talent acquisition channels and techniques (AI-sourcing, social recruiting), Designing effective technical and behavioral interview processes, Competency mapping and career pathing for technical professionals vs. management tracks, Performance management in agile environments (OKRs, continuous feedback, 360-degree reviews), Compensation and rewards								15

	strategies for the tech sector (ESOPs, RSUs, bonus structures), High-potential employee identification and succession planning.	
3	HR Analytics for Managerial Decision-Making. Introduction to the HR analytics value chain (from reporting to predictive insights), Differentiating between HR metrics, analytics, and reporting, Formulating business problems as answerable HR questions, Key analytical areas: recruitment funnel analytics, talent retention and turnover analysis, engagement survey interpretation, compensation analytics and pay equity, Diversity and inclusion (D&I) analytics, The LAMP framework (Logic, Analytics, Measures, Process) for HR measurement, Principles of data storytelling to influence executive decisions, Ethical considerations and data privacy in HR analytics (GDPR, CCPA)	15
4	Overview of the modern HR Technology ecosystem (HRIS, ATS, LMS), The role of Artificial Intelligence (AI) and Machine Learning (ML) in HR processes (hiring, onboarding, L&D), Leveraging technology to enhance Employee Experience (EX), Strategies for managing and engaging remote and hybrid workforces, The Gig Economy and managing an agile, blended workforce, HR's role in promoting digital wellness and preventing burnout, Using predictive analytics for workforce trends (framework), The future role of the Chief Human Resources Officer (CHRO) in technology firms.	15
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Practical, assignments and tutorials are based on above syllabus.		
Text Books		
1	Strategic Human Resource Management by Jeffrey A. Mello	
Reference Books		
1	HR From the Outside In: Six Competencies for the Future of Human Resources by Dave Ulrich, Jon Younger, Wayne Brockbank, and Mike Ulrich	
2	Investing in People: Financial Impact of Human Resource Initiatives by Wayne Cascio and John Boudreau	
3	The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential by Tomas Chamorro-Premuzic	
4	Predictive HR Analytics: Mastering the HR Metric by Martin R. Edwards and Kirsten Edwards	
5	The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance by Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig	
6	Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead by Laszlo Bock	
7	Agile HR: Deliver Value in a Changing World of Work by Natal Dank and Riina Hellstrom	
8	Introduction to HR Technologies: Understand How to Use Technology to Improve Performance and Processes by Stacey Harris	
9	The Future of Work: Robots, AI, and Automation by Darrell M. West	
10	Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs by John Doerr	
11	Data-Driven HR: How to Use Analytics and Metrics to Drive Performance by Bernard Marr	
12	Human Resource Information Systems: Basics, Applications, and Future Directions by Michael J. Kavanagh and Richard D. Johnson	
13	Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do About It by Dave Ulrich, David Kruscynski, Wayne Brockbank, and Mike Ulrich	
ICT/MOOCs Reference		
1	Coursera: People Analytics — University of Pennsylvania (Wharton)	
2	Udemy: HR Analytics: Using Data to Transform HR Practices	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	P S O 1	P S O 2	P S O 3	P S O 4
CO1	3	3	3	2	2	1	2	2	3	3	2	1
CO2	2	3	3	3	2	1	2	1	3	3	3	1
CO3	3	2	2	1	3	2	1	2	3	2	3	1
CO4	2	2	2	2	2	3	1	3	3	3	2	2