



XIM University

School of Human Resource Management

PROFESSIONAL CERTIFICATION ON EVIDENCE-BASED HR ANALYTICS

Venue:

Online (Through Zoom Platform)

Duration of Program: December 2021 (All Saturdays)





About School of HRM XIM University, Bhubaneswar

The School of Human Resource Management owes its origin to XIMB's HR specialization program. It continues the legacy of shaping HR professionals since 1987. These students are grounded in the vision and values of excellence and ethics set by the XIM University. The curriculum is recognized by Society of Human Resource Management (SHRM) USA as confirming with global standards.

Since its inception in 1987, XIMB has offered a functional specialization in HRM in the PGDM program. A full-fledged 2-year PGDM-HRM program was launched in 2011. This is now offered as MBA-HRM, the flagship program of the School of HRM.

At the School of Human Resource Management, the focus is on grooming highly effective and competent human resource professionals with a holistic understanding of business, society and government. We empower our students with the knowledge, skills, and long-term vision that leads to innovation, service to society and growth. We groom visionary, competent, committed, compassionate and value-based business leaders.

About the Certification Program

The traditional function of human resource management has gone through a wave of metamorphosis in terms of its function and application in the wake of recent shift towards evidence-based management and data analytics. HR has been supported in this exciting journey through the user-friendly software packages, ranging from the more commonly known ones such as MS Excel to the more advanced ones such as R, PYTHON, SAS, SPSS, RapidMiner and others have lent a good hand in crunching the data and finding interesting inter-relationships hidden in the data.

This short-duration certification program focuses on orienting HR professionals in "HR/People Analytics", with an aim to provide a hands-on experience in some of the key HR analytics application areas such as predicting which candidates may accept or reject joining offer, understanding which training and development method is better in terms of employee output, identifying the star employees and attrition/talent retention analysis, to name a few. Participants would learn how to make HR related data clean and fit for subsequent use, how to visualize the data using one of the most popular tools - Power BI, and how to use predictive analytics and prescriptive analytics tools such as R and Python to drive data-driven insights to aid in their decision-making.



KEY PROGRAM DIFFERENTIATORS:

- # All modules will be covered using open-source GUI software applications having relevance for present industry demand. Prior coding knowledge is not essential to take part in this certification and no additional monetary investment is required to access the tools.
- # Specific sessions will be dedicated to understand and diagnose issues faced by participants at their own organizations and pertinent road maps will be prepared
- # Experiential learning-based pedagogy where participants will learn by doing in each module. Real world and practice datasets will be shared by the program resource experts.
- # Capstone project at the end of the training sessions to help participants immerse their learning into real world problems so that the learning gets translated into applications
- # Continued association with the program resource experts beyond the scope of the program to accomplish firm specific analytics objectives.

Participant Profile:

The program is primarily curated for the HR professionals at entry level to middle level with keen interest in HR analytics.

Pedagogy:

The program will follow a mix of demonstration, case studies and practice/project methods.

Learning Objectives:

- Understand applications of HR analytics in different HR functions, developing an analytics culture and how to initiate a analytics project pipeline
- Learning to compute key HR metrics and linking them to key HR decisions
- Demonstrate data visualization skills with Power BI
- Demonstrate applied skills in using statistical techniques for problems such as employee engagement, compensation and benefit impact, diversity policy impact on bottom line
- Demonstrate applied skills in using machine learning techniques to apply on areas such as predicting future attrition, joining propensity of candidates, promotion and performance appraisal
- Understanding applications of Text Analytics in context of employee sentiment mining, social media analytics and resume recommendation

Program Coverage:

Day 1: Module 1

Session 1-4: Introduction to HR / People Analytics and celebrated use cases

Tracing the origin and journey of analytics skills in HR Domain; looking back at pioneering works of Thomas Davenport, Jac Fitz-enz and Josh Bersin and discussing major application areas such as talent analytics, L&D analytics, Diversity & Inclusion Analytics, Engagement Analytics, Performance Analytics and Comp-ben Analytics to name a few.

Specific content covered under module 1:

Session 1: History and evolution of Analytics in HR - discussion driven through practical examples, use cases from industry and real-world experience of Experts

Session 2: How to create a data driven culture and how to develop an analytics process pipeline - LAMP Framework and other strategic blueprints

Session 3: Discussion with participants about their own critical pain points and ideate possible way forward, how to get started, what challenges are typically faced

Session 4: Orientation towards measuring HR variables - metrics and measurement issues - Developing a comprehensive standardization for measuring HR Data

Day 2: Module 2

Session 5-8: Applications of Microsoft Power BI in HR data visualization

To understand the applications of one of the fastest adopted BI tool - Power BI's features in data visualization and dashboarding. Applications such as how to create dynamic dashboards and storyboards showing HR process flow from multiple channels for depicting trends and patterns hidden within HR data across multiple organizational factors will be shown in hands-on manner

Specific content covered in Module 2:

Session 5: An orientation towards design thinking

Session 6: Hands-on exposure to Microsoft Power BI - A data visualization and BI Tool

Session 7: Understanding and applying advanced aspects of power BI - custom visuals, AI powered visuals

Session 8: How to connect to multiple data sets, transforming existing data, appending and merging data, connecting to data from websites, SQL Database and through Power BI service

Day 3: Module 3

Session 9-12: Predictive Analytics - How to glean data driven insights from HR Data

To help participants apply multivariate statistical techniques in HR applications such as analyzing impact of employee compensation components on work related outcomes such as productivity, understand how organizational factors (leadership, culture, structure etc.) are related with employee perception about their employer (employee satisfaction, commitment, OCB etc.), finding predictors of employee engagement and its consequences, understanding whether training was effective or not. All this will be shown through real world datasets and through MS Excel and R Software (but with no coding involved)

Specific content to be covered in Module 3:

Session 9: A brief orientation towards types of variables, basic statistical concepts such as covariance, sampling etc.

Session 10: Hands-on exposure to two very essential statistical concepts to aid in data analytics - Correlation and Regression analysis - applications for compensation benchmarking, employee satisfaction and engagement analytics

Session 11: Exposure to A/B Testing - Independent paired t test and its application in L & D Analytics

Session 12: Hands-on exposure to Analysis of Variance (ANOVA) - for more complex applications in L&D Analytics, performance comparison across business units etc.

Day 4: Module 4

Session 13-16: Data Mining - leveraging machine learning for HR Analytics applications

To understand fundamental concepts of supervised machine learning in a ready-to-apply format. The focus will be on making participants capable of reaching a stage of applying the concepts in practical scenarios. All concepts will be practically demonstrated with customized datasets addressing major HR pain points such as predicting employee attrition, predicting which candidates are more likely to join if offer letter is extended, how to make performance appraisal bias-free and how to create resume recommendation systems through text mining. Also, how to mine unstructured employee survey data to understand the generic mood of the employees regarding certain HR policies or changes such as D&I initiatives through sentiment mining.

Specific content to be covered in Module 4:

Session 13: A brief introduction to machine learning - its application in predictive analytics

Session 14: Hands-on exercise on attrition prediction with Orange, a GUI environment in Python

Session 15: Fundamentals of text analytics - sentiment and emotion detection, tweet analysis

Session 16: Hands-on application of Employee survey data analysis for career pipeline development

Software requirements:

The participant needs to have access to the following software tools for hands-on exercises:

- MS Excel
- R 4.0.4 or higher version (download link - <https://cran.r-project.org/bin/windows/base/>)
- Power BI Desktop / Power BI Service* (download link: <https://powerbi.microsoft.com/en-us/downloads/>)
- Orange Data Mining Tool Version 3.27 or higher version (download link: <https://orangedatamining.com/download/#windows>)

All the above-mentioned software packages are free for download and use with genuine Windows and MS Office setup. Resource experts will guide participants on troubleshooting aspects during the installation of these software packages.

*For Microsoft Power BI, participants are requested to access the sign in option by consulting with their Internal IT experts.

Note: All sessions will be conducted in a virtual mode through online collaboration platform. Links for sessions will be shared with participants on completion of registration.

Datasets for hands-on practice

Resource trainers will provide datasets pertaining to specific topics during in-class exercises. A mixture of real world and dummy datasets will be provided for this purpose.

Capstone Project:

All participants will be assigned to work on a distinct capstone project at the end of completion of the designated sessions. Participants may choose to work individually or in groups. For group assignments, the group marks will be applicable to all group members.

The projects need to be submitted in soft copy along with all the analysis and supporting documents to the suggested mail ID. Based on their performance, participants will be awarded different grades ranging from 'High Distinction' to 'Satisfactory'.

If any participant fails to submit the project, they will only receive certificate of participation. Candidates will have liberty to either choose their own organizations and work with corporate data or focus on some simulated problem in case of data confidentiality issue. Simulated problems and datasets will be shared by the program director on receipt of such requests.

Participants will be given one month time to submit their report from the date of completion of the designated sessions.

N.B. During the capstone project, participants can seek any doubt clarification from the program resource experts at their own initiative. No additional charges will be applicable for such consultation.

Program Director: Dr. Pratyush Banerjee



Dr. Pratyush Banerjee is an Assistant Professor (Human resource) in School of Human Resource Management, XIM University, Bhubaneswar, India. Earlier he was associated with the Department of HRM, OB and Communications at T. A. Pai Management Institute (TAPMI), Manipal. He holds a Ph.D. in Organizational Behavior and Human Resource Management.

Dr. Banerjee is a certified Business Analytics Professional from Carlton Advanced Management Institute (UK) and a Certified HR Analytics Professional from Aon-Hewitt. He has developed and delivered post-graduate and executive management courses on HR Analytics at IBS Hyderabad and BITS Pilani before joining TAPMI. He has also co-authored an application-oriented textbook on HR Analytics from Sage Publications in 2019 titled 'Practical Applications of HR Analytics- a step by step guide'. He specializes in code-agnostic data visualization and data mining techniques.

Dr. Banerjee has conducted several MDPs on HR / Business analytics for corporate entities such as IOCL, HPCL and Poclain Hydraulics in recent times. He has also been a guest faculty at CII's certifications program on People Analytics and at IIM Amritsar's executive education program on Data Analytics. He has also taught PGP students at IIM Raipur, IIM Indore and IIM Sambalpur as a guest faculty and has developed HR Analytics curriculum at IIM Indore and at IIM Sambalpur.

Program Co-director: Dr. Lalatendu K. Jena



Dr. Jena is an Assistant Professor (Human resource) in School of Human Resource Management, XIM University, Bhubaneswar, India. He has more than 19 years of experience in both academics and corporate HR (with Hindustan Aeronautics Limited, Indian Defence PSU), including seven years as Faculty Member in HR at ICFAI University, Hyderabad, India and Central University of Orissa, India.

Dr. Jena specializes in the areas of human resource planning, performance management, learning and development, and talent assessment. His research interest lies in areas such as HRM and Sustainable Development Goals ; Self-steering, self-Organizing Teams and Leadership ; Job

Crafting; Job Insecurity ; Millennial's and work ethics ; Return on Investment in HR Programs ; Sustainable HR through Disruptive Leadership ; Attitude and Productivity ; Joy at Work ; Workplace Persuasion ; Employee Retention and Leadership Challenges ; Abusive Supervision ; Performance in Multi-tasking Environment ; Stress and Coping ; Engagement and he has published papers in tiered national and international journals.

Dr. Jena has completed his Ph.D. from IIT Kharagpur, India (#=314 in QS Global World University Rankings 2021) on the topic "Workplace Spirituality and Human Resource Effectiveness" and did his Post Doc. on "Employee Retention and Leadership Challenges" at Loyola Leadership School, Universidad Loyola, Seville, Spain (ranked #581-590 in QS Global World University Rankings 2021).

Certification

A certificate of completion will be issued to all participants who attend the complete duration of the program and submit the capstone project in time from XIM University Bhubaneshwar. Those who do not submit the project on time will receive only certification of participation.

Program Fees:

The total fees for attending the program (16 Sessions) is- Rs. 24,000 / per candidate + 18 % GST.

Mode of Payment:

All the payments should be made through the link provided below:

Payment Link: <https://feebook.southindianbank.com/FeeBookUser/org?id=127>

Process of making payment:

Step 1: Open link

Step 2: Select institution name XIM university from drop down menu

Step 3: Select fees "Professional Certification on HR Analytics"

Step 4: Fill all the fields with relevant details

Step 5: Make payment using DEBIT/CREDIT card (Maestro/VISA/Rupay), Internet banking and UPI.

Email: pratyushbanerjee@xim.edu.in.

Note: This link accepts payment from all Indian Nationalized banks.

Important Dates:

Last date for receipt of nomination and payment of fees: 15 November 2021

Session dates: Four days (Saturdays / Sundays in the month of December 2021 from 10 AM-1 PM and from 2 PM-5 PM)

Deadline for submission of capstone projects: January 31 2022



XIM UNIVERSITY BHUBANESWAR

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REGISTRATION FORM

School of Human Resource Management, XIM University Professional Development Program on Evidence-based Human Resource Analytics

Participant Details

Full Name of Participant : _____
Designation : _____
Organization (Mandatory) : _____
Mailing Address : _____
Mobile Number : _____
E-mail ID : _____

Payment Details

Online Transaction Details : _____
Date of Transaction : _____
Amount* : _____
Name and Address of the Bank: _____

If sponsored by organization (to be filled in mandatorily)

PAN Number : _____ GST Number: _____
Complete address of organization : _____

If self-sponsored:

PAN Number : _____ GST Number: _____

Place: _____ (required in case participant needs invoice receipt)

Date: _____

Signature

*Payment of Rs. 24,000 + 18 % GST needs to be made in full to complete the registration process