



## DESCRIPTION OF THE SUBJECT/MODULE

Title of subject	Code
Human resources analytics	

Lecturer(s)	Unit(s)
<b>Coordinating:</b> Vytautas Siaurusaitis	Faculty of Economics and Business Administration, Department of Management

Study level	Type of subject
The second	Mandatory

Form of implementation	Execution period	Language of execution
Remote	Autumn semester	Lithuanian/English

Requirements for the student
<b>Pre-requisites: none</b>

Scope of the subject in credits	Student's total workload	Contact hours	Hours of self-employment
5	130	32	98

Subject objective and competences developed		
<p>The aim of the course is to provide a knowledge framework in HR analytics to critically analyse and evaluate the internal and external environment of an organisation and to find appropriate indicators for HR analytics to increase the value created by the organisation</p> <p><b>Subject competences:</b></p> <ul style="list-style-type: none"> <li>- the ability to develop and critically evaluate an organisation's HR analytical indicators;</li> <li>- the ability to identify the most effective indicators for measuring an organisation's human resources performance;</li> <li>- the ability to make socially responsible, data-driven decisions for employees.</li> </ul> <p><b>General competences:</b></p> <ul style="list-style-type: none"> <li>- the ability to analyse and process information on human resources indicators;</li> <li>- Ability to analyse internal company data and public data, and to formulate conclusions and proposals;</li> <li>- the ability to think critically, work independently and in teams, and collaborate.</li> </ul>		
Study objectives	Study methods	Evaluation methods
<p>Knowledge of the concepts, principles and methods of HR analytics</p> <p>Understand the strategic links between organisational performance and HR analytics in anticipating opportunities for organisational development</p> <p>be able to analyse the organisational and external environment and identify the factors influencing the development of HR data literacy policies</p>	<p>Lecture, discussion, problem-based learning, case studies, open data analysis, collaborative learning, individual or group research project, written work</p>	<p>Analysis of competitors' HR indicators (report in presentation format): e.g. pdf or ppt.</p> <p>Examination (test): open questions.</p>

They will be able to identify the level of HR data literacy and make suggestions on company performance indicators to the organisation's management and other stakeholder groups.		
They will be able to carry out both individual and collaborative research in an organisation to help solve HR data literacy problems.		
Be able to make socially responsible, data-driven HR decisions and assess their impact on organisational performance		

Topics	Contact hours						Self-study time and tasks	
	Lectures	Consultation Seminars	Exercise	Laboratory work	Practice	Full contact work	Self-employment	Tasks
<b>1. Introduction to Human Resource Analytics (HRA).</b> The concept of HRA. The transformation of HR in the modern labour market. HR roles and competences.	2						6	David Ulrich, , Jon Younger, , Wayne Brockbank, , and Mike Ulrich (2012). <b>HR from the Outside in: Six Competencies for the Future of Human Resources.</b> McGraw-Hill Education; Chapters 1,2 and 3  Brian E. Becker, David Ulrich, and Mark A. Huselid (2001). <b>The HR Scorecard</b> Linking People, Strategy, and Performance; Chapter 1 and 2
<b>2. HRA indicators and open data.</b> HRA indicators and open data sources. HRA tools.	2						6	Brian E. Becker, David Ulrich, and Mark A. Huselid (2001). <b>The HR Scorecard</b> Linking People, Strategy, and Performance; Table 3-1, 3-2 and 3-3, pages 57-67  <a href="https://bifree.lt/bifree-sodra-aplikacija/">https://bifree.lt/bifree-sodra-aplikacija/</a>
<b>3. Maturity levels for HR analytics.</b> Principles of analytics maturity levels.	2						6	David Ulrich, , Jon Younger, , Wayne Brockbank, , and Mike Ulrich (2012). <b>HR from the Outside in: Six Competencies for the Future of Human Resources.</b> McGraw-Hill Education  1,2,3 Chapters  Karen Beaven; (2019). <b>Strategic Human Resource</b> An HR Professional's Toolkit;

							Pages 1-18 <a href="https://www.qlik.com/us/-/media/files/resource-library/global-us/register/analyst-reports/ar-the-seven-principles-of-data-literacy-en.pdf?rev=849bfddf3b4c4c1894c628e2808508ae">https://www.qlik.com/us/-/media/files/resource-library/global-us/register/analyst-reports/ar-the-seven-principles-of-data-literacy-en.pdf?rev=849bfddf3b4c4c1894c628e2808508ae</a>
<b>4. HR analytics maturity studies.</b>	2						<b>6</b> Karen Beaven; (2019). <b>Strategic Human Resource</b> An HR Professional's Toolkit; Pages 83-91 <a href="https://barc-research.com/research/data-culture-survey-23/">https://barc-research.com/research/data-culture-survey-23/</a> <a href="https://www.qlik.com/us/company/press-room/press-releases/data-literacy-to-be-most-in-demand-skill-by-2030">https://www.qlik.com/us/company/press-room/press-releases/data-literacy-to-be-most-in-demand-skill-by-2030</a>
<b>5. Key Performance Indicators (KPIs) for organisations.</b> Examples of KPIs for company departments and their impact on the organisation.	2						<b>6</b> Karen Beaven; (2019). <b>Strategic Human Resource</b> An HR Professional's Toolkit; Pages 71-181 <a href="https://www.qlik.com/us/resource-library/kpi-planning-guide">https://www.qlik.com/us/resource-library/kpi-planning-guide</a>
<b>6. Overview of HRA performance indicators .</b> Examples of HRA indicators and their impact on the organisation.	2						<b>6</b> Karen Beaven; (2019). <b>Strategic Human Resource</b> An HR Professional's Toolkit; Pages 71-181 <a href="https://www.qlik.com/us/resource-library/kpi-planning-guide">https://www.qlik.com/us/resource-library/kpi-planning-guide</a>
<b>7. Examples of the choice of strategic and operational indicators for HRA.</b>	2						<b>6</b> Karen Beaven; (2019). <b>Strategic Human Resource</b> An HR Professional's Toolkit; Pages 71-181
<b>8. Analysis of HR indicators for specific organisations or sectors, insights from data.</b>			16				<b>48</b> Karen Beaven; (2019). <b>Strategic Human Resource</b> An HR Professional's Toolkit; Pages 71-181 <a href="https://bifree.lt/bifree-sodra-aplikacija/">https://bifree.lt/bifree-sodra-aplikacija/</a>
<b>Preparing for the exam.</b>	2						<b>8</b> Repetition of material
<b>Total</b>	<b>16</b>		<b>16</b>			<b>32</b>	<b>98</b>

Evaluation strategy	Weight, %.	Checkout Time	Evaluation criteria
Self-study: analysis of competitors' wages based on public data	50	During the semester	Written insights before the exam.  The following aspects are assessed: Structure and scope of the insights (2 points): the structure of the essay is clear and logical, the evaluation of all

			<p>competitors is included, and the essay is of an appropriate length.</p> <p>Analysis and conclusions (3 points): The analysis is very detailed and the conclusions are based on the data.</p> <p>A grade of 0 if no insights are presented before the exam.</p>	
Examination (test)	50	During the semester	<p>The test consists of 20 open-ended questions (each worth 1 point). The total test score is multiplied by 0.25 to give the overall test score.</p> <p>A positive test result is mandatory.</p> <p>The results of the independent work and the test are added together to give an overall exam score.</p> <p>The overall exam score is based on a 10-point scale:  - 9.5 to 10 points, Excellent, 10 points;  - 8.5-9.4, points, Very good, 9 points;  - 7.5-8.4 points, Good, 8 points;  - 6.5-7.4 points. Average, 7 points;  - 5.5-6.4 points. Satisfactory, 6 points;  - 4.5-5.4 points. Weak, 5 points.  Less than 4.5 points, unsatisfactory if the minimum requirements are not met: 4, 3, 2, 1.</p>	
Author	Year of publication	Name	Periodical No. or volume of the publication	Place of publication and publisher or a web link
<b>Required reading</b>				
David Ulrich, , Jon Younger, , Wayne Brockbank, , and Mike Ulrich	2012	<b>HR from the Outside in:</b> Six Competencies for the Future of Human Resources		McGraw-Hill Education
Brian E. Becker, David Ulrich, and Mark A. Huselid	2001	<b>The HR Scorecard</b> Linking People, Strategy, and Performance		Harvard Business Review Press
Karen Beaven	2019	<b>Strategic Human Resource</b> An HR Professional's Toolkit		Kogan Page, Limited
<b>Further reading</b>				
Gary Dessler	2011	<b>Human Resource Management</b>		Pearson Education Limited
Martin Edwards and Kirsten Edwards	2019	<b>Predictive HR Analytics</b> Mastering the HR Metric		Kogan Page, Limited
John W. Boudreau, Wayne F. Cascio, and Alexis A. Fink	2019	<b>Investing in People</b> Financial Impact of Human Resource Initiatives		Society For Human Resource Management

Rachael Johnson-Murray, Lindsay McFarlane, Valerie Streets, and Shonna Waters	2018	<b>The Practical Guide to HR Analytics</b> Using Data to Inform, Transform, and Empower HR Decisions		Society For Human Resource Management
Bernard Marr	2023	Data-Driven HR: How to Use AI, Analytics and Data to Drive Performance 2nd Edition		Kogan Page