



DR. BABASAHEB AMBEDKAR OPEN UNIVERSITY
SCHOOL OF COMMERCE & MANAGEMENT
B.B.A. (Bachelor of Business Administration)
SEMESTER –5 (Credit -4)
DSE 2 (HR)

HR Analysis

S.N	Unit	Writers Name and Contact No.
1	Introduction to HR Analysis • Introduction • Meaning and concept of HR Analysis • Nature and scope of HR Analysis • Objectives of HR Analysis • Importance of HR Analysis in organizations • HR Analysis vs HR Metrics vs HR Analytics • Role of HR Analysis in managerial decision-making • Functions of HR managers in HR Analysis • Internal and external factors affecting HR Analysis • Challenges in HR Analysis • Emerging trends in HR Analysis • Exercise	
2	HR Planning and Job Analysis • Introduction • Human resource planning concepts • Objectives of manpower planning • Job analysis: meaning and significance • Techniques of job analysis • Job description and job specification • Job evaluation and job grading • Competency mapping • Workforce forecasting methods • Role of HR Analysis in workforce planning • Limitations of job analysis • Exercise	
3	HR Information Systems and Records • Introduction • Meaning and importance of HR records • Types of HR records	

	• HR Information System (HRIS) concepts • Role of HRIS in HR Analysis • Data accuracy and maintenance • Employee master records • Legal requirements for HR documentation • Confidentiality and security of HR data • Digitalization of HR records • Challenges in HRIS implementation • Exercise	
4	Recruitment and Selection Analysis • Introduction • Recruitment planning and policy analysis • Internal vs external recruitment analysis • Sources of recruitment and their effectiveness • Selection process analysis • Selection tools and techniques • Cost analysis of recruitment and selection • Time analysis in hiring • Effectiveness of selection methods • Role of HR Analysis in reducing hiring errors • Ethical issues in recruitment and selection • Exercise	
5	Training and Development Analysis • Introduction • Concept and objectives of training • Training needs analysis • Methods of training analysis • Evaluation of training programs • Cost-benefit analysis of training • Development programs analysis • Career planning and development analysis • Management development programs • Role of HR Analysis in learning effectiveness • Limitations of training evaluation • Exercise	
6	Performance Appraisal and Evaluation Analysis • Introduction • Meaning and objectives of performance appraisal • Types of performance appraisal systems • Analysis of appraisal methods • Performance standards and criteria • Rating errors and biases • Linking appraisal with rewards • Employee feedback and counseling analysis	

	• Role of HR Analysis in performance improvement • Legal and ethical issues in appraisal • Effectiveness of performance appraisal systems • Exercise	
7	Compensation and Wage Analysis • Introduction • Meaning and components of compensation • Wage and salary administration • Job evaluation and wage fixation • Incentive plans analysis • Pay equity and fairness analysis • Fringe benefits and perquisites • Cost analysis of compensation plans • Legal provisions related to wages • Role of HR Analysis in compensation decisions • Compensation satisfaction analysis • Exercise	
8	Employee Motivation and Engagement Analysis • Introduction • Concept of motivation • Analysis of Theories of motivation • Factors influencing employee engagement • Job satisfaction analysis • Work-life balance assessment • Analysis of Organizational culture • Role of HR Analysis in improving morale • Employee feedback mechanisms • Measuring engagement outcomes • Exercise	
9	Industrial Relations and Labor Analysis • Introduction • Concept of industrial relations • Role of trade unions • Collective bargaining analysis • Causes of industrial disputes • Grievance handling mechanisms • Discipline and disciplinary procedures • Worker participation in management • Labor productivity analysis • Role of HR Analysis in industrial harmony • Impact of labor laws on HR practices • Exercise	

10	Employee Welfare and Social Security Analysis • Introduction • Concept and scope of employee welfare • Statutory and non-statutory welfare measures • Social security schemes analysis • Health, safety, and working conditions • Welfare cost analysis • Impact of welfare on productivity • Employee assistance programs • Role of HR Analysis in welfare planning • Corporate social responsibility and HR • Effectiveness of welfare measures • Exercise	
11	Absenteeism, Turnover, and Retention Analysis • Introduction • Meaning and causes of absenteeism • Absenteeism rate analysis • Concepts of Employee turnover • Causes and effects of labor turnover • Turnover cost analysis • Evaluation of Retention policy • Exit interview analysis • Role of HR Analysis in employee retention • Measures to control absenteeism • Long-term retention strategies • Exercise	
12	Strategic HR Analysis • Introduction • Concept of strategic HR Analysis • Linking HR practices with organizational goals • SWOT analysis of Strategic HR • Organizational effectiveness analysis • Productivity and efficiency analysis • HR role in organizational development • Benchmarking HR practices • Evaluating HR policies and systems • Future challenges in HR Analysis • Exercise	
13	Legal and Ethical Analysis in HR • Introduction • Role of labor legislation in HR • Compliance analysis in HR practices • Ethical issues in HR management • Equal employment opportunity analysis	

	• Workplace harassment and discrimination • Health and safety laws • Disciplinary and grievance procedures • Corporate governance and HR • Ethical decision-making in HR • Exercise	
14	HR Audit and HR Accounting • Introduction • Concept of HR audit • Objectives and scope of HR audit • Types of HR audit • Strategic importance of HR audit • HR accounting concepts • Methods of HR valuation • Human capital measurement • Role of HR Analysis in HR audit • Benefits and limitations of HR accounting • HR audit reports • Exercise	