

# HR ANALYTICS

## INTEGRATING THEORY AND PRACTICE

SANKET DASH  
SHYAMALI SATPATHY



**FEELFIRST** Courseware

# HR ANALYTICS

## Integrating Theory and Practice

**SANKET DASH | SHYAMALI SATPATHY**

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**Subject Area:** Management/Human Resource Management/Personnel and Human Resources Management

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**Primary Audience:** MBA Human Resources

**Secondary Audience:** Students enrolled in M.Com. programmes

Additional instructor-led resources will be available in September 2026.

### ABOUT THE BOOK

*HR Analytics: Integrating Theory and Practice* offers a clear, conceptually grounded, and practice-oriented guide to understanding and applying data-driven approaches in human resource management. Designed for postgraduate management students, the book cuts through the noise surrounding HR analytics by explaining its core ideas through a first principles-based framework. It connects foundational concepts with contemporary organizational needs, helping readers understand why HR analytics has emerged as a critical capability in modern, digital enterprises. The book aligns with the National Education Policy (NEP) 2020, with its emphasis on analytical thinking, skill-based learning, and strong industry relevance.

Drawing on the 5WIH (Why, What, Who, When, Where, and How) framework, the text is organized to provide both conceptual clarity and practical progression. The early chapters examine the evolving role of HR in the digital era and establish the strategic and theoretical foundations of HR analytics. Subsequent chapters focus on the core processes that enable analytics, including HRIS and data management, HR metrics and key performance indicators, and the statistical techniques required to analyse and interpret HR data. Each chapter addresses specific analytical questions while remaining interconnected within a coherent learning pathway.

A key strength of the book is its strong emphasis on application and decision-making. Real-life case studies illustrate how organizations use HR analytics to address workforce challenges, linking analytical techniques to managerial outcomes.

### SALIENT FEATURES

- First-principles, 5WIH-based framework providing conceptual clarity on HR analytics and its organizational relevance.
- Structured progression from the evolving role of HR to analytics strategy, processes, applications, and future trends.
- Dedicated coverage of HRIS, data management, HR metrics, and key performance indicators as foundations.

## ABOUT THE AUTHOR

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**Sanket Dash** is a faculty member in Organizational Behaviour and Human Resource Management at the Indian Institute of Management Rohtak. Professor Dash completed his Fellow Programme in Management at the Indian Institute of Management Ahmedabad, an experience that shaped his approach to research and teaching. Earlier in his career, he worked as a Senior Analyst at Deloitte US India, gaining exposure to the practical dimensions of organizational strategy and analysis.

Prior to joining IIM Rohtak, he served as a faculty member at the Xavier School of Human Resources at Xavier University, Bhubaneswar. Over the years, his teaching has engaged with organizational design, leadership, recruitment and selection, strategic consulting, and human behaviour in organizations.

**Shyamali Satpathy** brings over 22 years of combined corporate and academic experience to her work in Human Resource Management and Organizational Behaviour. Professor Satpathy holds a Ph.D. in Management and an MBA from Sambalpur University and is currently pursuing a second Ph.D. at IIT Delhi, reflecting her continued engagement with scholarly inquiry.

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