



# CBCS SCHEME

18MBAHR302

## Third Semester MBA Degree Examination, Aug./Sept.2020 Human Resource Analytics (HRA)

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from Q1 to Q7.  
2. Question No.8 is compulsory.**

- 1 a. Define HR analytics. (03 Marks)  
b. Explain HR measurement journey with HR maturity journey. (07 Marks)  
c. Discuss concept of lean organization (system) and the challenges of HR in the system. (10 Marks)
- 2 a. Define HR metrics. (03 Marks)  
b. Differentiate between HR scorecards and workforce scorecard and their relationship with HR analytics. (07 Marks)  
c. Explain the five (05) overarching components of an effective HR analytics framework using LAMP model. (10 Marks)
- 3 a. What is predictive analytics? (03 Marks)  
b. Briefly explain analytical capabilities and analytical value chain. (07 Marks)  
c. Describe the steps involved in predictive analytics and determine the key performance indicators. (10 Marks)
- 4 a. What is an HRIS? (03 Marks)  
b. Bring out the typical applications of HR analytics. (07 Marks)  
c. Elucidate the process of connecting HR analytics to business benefits with few examples. (10 Marks)
- 5 a. What is HR Dashboard? (03 Marks)  
b. Write a brief note on statistical software used for HR analytics and important vendors. (07 Marks)  
c. Critically examine the difficulties in obtaining data, ethics in data measurement and data evaluation. (10 Marks)
- 6 a. Define HR scorecard. (03 Marks)  
b. Explain how HRIS can help in HR decision making. (07 Marks)  
c. Discuss the data sources, requirements and types of data required in HR metrics. (10 Marks)
- 7 a. What are the Data Visualisation tools? (03 Marks)  
b. Illustrate how a HR scorecard is developed in an organization also design a scorecard for talent management function. (07 Marks)  
c. Write a note on : (07 Marks)  
i) Big Data  
ii) HCM : 21 frame work model. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8 = 50, will be treated as malpractice.

## 8 CASE STUDY :

Toyota today is criddled with quality problems. Quality was one of prime USP of this company. The problem evaluated to such a critical level that the company had to recall and most 9 million cars worldwide. Obviously, this lead to significant lowering of the brand value of the company, and drop in sales. John Sullivan (2010) attributes such failure of Toyoter to poor HRM function of the company. Sullivan added that while hull design flow contributed to this catastrophe, the root course of the problem was human error. Human error at times caused for factors which could be beyond the control of employees. It cascades for the actions of the senior management. People at operations level may have inadequate and poor job training.

Toyota's poor HR practices, which Sullivan classified under eight categories, attributed to such mechanical failure, causing recalling of their supplies. Such HR practices are, rewards and recognition, training, hiring, performance management process, corporate culture, leadership development and succession, retention and risk assessment. In all there HR practices, the company failed to integrate with business goals. Moreover, HR decisions were not backed with data, rather it were in accordance with existing system and standards hence systemic failure of management contributed to quality problems and subsequent recalling of cars, resulting several, Billion – dollar loss to the company. It clearly indicates company lacked data-driven HR decisions.

Questions :

- a. Identify the major problem of the company? (05 Marks)
- b. Do you think HR managers failed to foresee quality problems? (05 Marks)
- c. Do you think Toyota could make a difference with HR analytics? (05 Marks)
- d. If yes, substantiate your answer? (05 Marks)

\* \* \* \* \*