



## Third Semester MBA Degree Examination, July/August 2021 Human Resource Analytics

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

1. a. Define HR Analytics. (03 Marks)  
 b. State the HR Analysts Ethical Standards that ensure compliance with ethical issues pertaining to the use of employee data. (07 Marks)  
 c. Explain some of the commonly known benefits of HR Analytics. (10 Marks)
2. a. Write a brief note on LAMP framework. (03 Marks)  
 b. Mention the applications of predictive analytics in HR decision making. (07 Marks)  
 c. Explain the HR value propositions that can be objectively measured by HR Analytics (10 Marks)
3. a. What is Analytics value chain? (03 Marks)  
 b. Write a brief note on the maturity framework from level 1 to level 5. (07 Marks)  
 c. Explain the different types of Regression Analysis that are used in predictive HR Analytics. (10 Marks)
4. a. What is the importance of cleaning data? (03 Marks)  
 b. Explain the important quality dimensions of HR data. (07 Marks)  
 c. Explain the steps of how scorecard is developed in an organization. (10 Marks)
5. a. Define HR metrics. (03 Marks)  
 b. Elaborate some of the recruitment metrics that can help in measuring recruitment efficiency of a manufacturing company. (07 Marks)  
 c. Analyze some of the important data required for HR analytics and predictive modelling that helps in HR decision making. (10 Marks)
6. a. What is HR Scorecard? (03 Marks)  
 b. Discuss the benefits of developing a suitable HR scorecard. (07 Marks)  
 c. What is data visualization? Explain the various types of reports prepared by HR using data visualization tools. (10 Marks)
7. a. Define HR Dashboard. (03 Marks)  
 b. Calculate the missing values (?) in the table and comment on training effectiveness: (10 Marks)

A sample cost and benefit sheet

(i) Training duration	33 hours
(ii) Expected number of trainees	750
(iii) Training benefits accrued for costs (in 00's Rs)	12 months
(iv) Planning	040,930
(v) Marketing	004,744
(vi) Administrative expenses	012,713
(vii) Trainer's expenses	086,250
(viii) Stationary	015,000
(ix) Amenities	040,500
(x) Travel expense reimbursement	553,156
(xi) Training effectiveness expenses	000,872
Total cost	?

Benefits (in 000's Rs.)

(xii) Labour savings	2,41,071
(xiii) Productivity enhancement	675,000
(xiv) Miscellaneous cost savings	161,250

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.



- |                            |   |            |
|----------------------------|---|------------|
| Total benefits             | ? |            |
| ROI                        | ? |            |
| Payback period (in months) | ? | (07 Marks) |
- c. Explain different phases of predictive modeling in HR Analytics. (10 Marks)

8 Case Study :

**Strategic HR Analytics – Lessons from ABC Mart**

ABC Mart today with the sales revenue of USD 482 billion is managing 22 lakh employees and 260 lakh customers, spreading across 28 countries and sustaining are half a century. The company manages its human resources with a data-driven decision making process, and hence, the use of HR analytics is more a legitimate requirement. For example, workforce planning in ABC Mart are so designed today that ABC mart managers can assess the overall impact on sales revenue with even one hour engagement of a headcount at the store level. With HR analytics the company not only manages its HR operational issues with the forward-looking approach but can even significantly improve the culture of innovation in the workplace. Today, the company is able to assess what needs to be measured in human resources and how the same could be measured, and what could be the actionable strategies (based on the measurements results) for achieving the business objectives.

ABC Mart considers it's HR Analytics as strategic analytics and it encompasses all the functions as follows:

- (i) Assessment of business needs
- (ii) Establishment of logic for the business needs
- (iii) Review of relevant data availability both within and outside organizations
- (iv) Collection of additional information
- (v) Identification of commonalities across various data sets
- (vi) Framing strategy and action plans for implementation.

Strategic HR analytics in ABC mart build actionable insights which influence the decision making process in human resources. Actionable insights have both quantitative and qualitative workflows. Quantitative workflows are broken into data, exploratory analysis and statistical models. Qualitative workflows encapsulate employees' (associates) voice (focus group discussions, engagement surveys and so on) Market research information, inputs from advance research and others. Actionable insights get further reinforced when quantitative and qualitative workflows are integrated. This helps ABC Mart's human resources to come out with actionable strategies.

ABC's mart strategic HR analytics rest on 4 pillars which are capable of modeling and data mining research and social media data integration, visualization and building prototype and finally, testing and learning. Each pillar is taken care of by a dedicated team of professionals, who continuously strive for improving strategic HR analytics in line with the business goals. More thrust is given on understanding employer's capabilities, drawing actionable strategies to manage employee turnover, absenteeism, leadership development and so on.

Strategic HR analytics of ABC Mart is supported by SAS, Alteryx, Tableau and SPSS.

Questions :

- a. Based on this case study, list out the essential features of strategic HR analytics of ABC Mart. (10 Marks)
- b. Indicate one critical HR function which was effectively utilized by the HR through predictive Analytics. (10 Marks)

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