

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN Course Code

Third Semester MBA Degree Examinations, April 2023

HUMAN RESOURCE ANALYTICS

Duration: 3 hrs

Max. Marks: 100

- Note:* 1. Answer any FOUR full questions from Question No. 1 to 7.
2. Question No. 8 is compulsory
3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1.	a. Illustrate the meaning HR analytics.	03	(3 : 1 : 1)
	b. Discuss the importance and benefits of HR Analytics.	07	(2 : 1 : 1)
	c. Analyze the process of aligning the business through HR analytics and discuss the steps involved in aligning the HR analytics with business goals and strategies.	10	(4 : 1 : 1)
2.	a. Outline the meaning of HRIS.	03	(2 : 2 : 2)
	b. Explain how HRIS is used in HR decision making.	07	(3 : 2 : 2)
	c. Analyze HR analytics framework and models.	10	(2 : 2 : 2)
3.	a. Describe HR scorecard.	03	(2 : 3 : 1)
	b. Distinguish between HR analytics and HR metrics.	07	(4 : 3 : 3)
	c. How is a scorecard developed in an organisation? Design a scorecard for Talent Management function.	10	(4 : 3 : 3)
4.	a. Outline null and alternate hypothesis.	03	(2 : 4 : 2)
	b. Evaluate purpose of correlation and regression analysis in HR analytics.	07	(4 : 4 : 2)
	c. Discuss about the different statistical tools available for HR analytics and data visualization.	10	(3 : 4 : 4)
5.	a. Interpret different phases of HR predictive modelling.	03	(2 : 5 : 2)
	b. Explain the process of churning information for HR predictive analysis.	07	(2 : 5 : 3)
	c. Analyze tools and techniques for predictive HR analytics.	10	(4 : 5 : 5)
6.	a. Outline the advantages of business analytics.	03	(2 : 1 : 1)
	b. Can HR metrics be applied to measure HR performances? If so explain its application in any two different areas of performance.	07	(4 : 3 : 4)
	c. Explain the importance of data analysis in human resource management.	10	(4 : 2 : 5)
7.	a. Summarize Factor Analysis.	03	(2 : 4 : 1)
	b. Examine the means of obtaining HR data and effective HR measurement techniques.	07	(3 : 2 : 3)
	c. Determine the importance of dash boards in HR analytics and discuss various excel add in functions in dash boards.	10	(4 : 3 : 4)

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO - Programme Outcome)

8.

Case Study

In a disparate move to align leadership and culture with the business results, the CEO of a large hospitality chain, spread across 50 countries decided to use HR analytics. After a detailed requirement analysis through high-powered cross-functional team members, the CEO could list the discrete objectives of his intended project as follows:

- i. Validate the leadership competency model and its effects on business outcomes.
- ii. Identify the most impactful leader behaviours on guest loyalty.
- iii. Quantify the impact of these leadership behaviours on the guest experience and financial performance.

With such mandate of objectives, the CEO of the company started discussions with several software vendors. Analysing the requirement analysis, two software vendors finally agreed to provide analytics solutions. After careful scrutiny of their technical and price bids, the CEO could select one of them and start the process of implementation of HR analytics, across all the establishments of the company. At the outset, the company came out with their unique leadership competency model. The company intends use of this model in all its establishments, across the globe. With inputs from the vendor, the company could finalize the competencies and the behavioural parameters (in measurable terms). Using the vendor's software solutions, the company then started developing the database. Capturing the data, the company is now able to measure the guest loyalty and revenue per available room. Similarly, the company now predicts the engagement level of employees, and the new recruits, even at the individual level. This helps the company to design its effective employee development plan. The company believes by alignment of leadership behaviour with the business results it not only could identify the required competencies and behavioural constructs but also could get increased business performance, for obvious improvement in its decision-making processes. With HR analytics and the opportunity for predictive decision-modelling, the company now strategically emphasizes on developing desired leadership competencies and behaviours in the existing employees, and could make its recruitment process competency driven.

- a. Identify the reasons behind the decision of the company to use HR Analytics? **10** (4 :3 : 4)
- b. Explain how HR analytics can help the company in aligning leadership behaviour with the business results. **10** (4 :3 : 5)

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