

VPM's
Dr. VN BRIMS, Thane
Programme: PGDM (2014-16)
Fifth Trimester Examination January 2016

Subject	MIS and HR Analytics		
Roll No.		Marks	30 Marks
Total No. of Questions	5	Duration	1.5 Hours
Total No. of printed pages	2	Date	16-01-2016

Note: Q1 is compulsory and solve any TWO from the remaining FOUR questions.

Q1) 10 Marks (Compulsory)

Dabur's restructuring efforts began in April 1997, when the company hired consultants McKinsey & Co. at a cost of Rs 80 million. McKinsey's three-fold recommendations were: to concentrate on a few businesses; to improve the supply chain and procurement processes and to reorganize the appraisal and compensation systems. Following these recommendations, many radical changes were introduced. The most important was the Burmans' decision to take a back seat. The day to day management was handed over to a group of professional managers for the first time in Dabur's history, while the promoters confined themselves to strategic decision making. Dabur decided to revamp the organizational structure and appoint a CEO to head the management. All business unit heads and functional heads were to report directly to the CEO. In November 1998, Dabur appointed Ninu Khanna as the CEO. The appointment was the first incident of an outside professional being appointed after the restructuring was put in place. Dabur made performance appraisals more objective by including many more measureable criteria. Concepts such as customer satisfaction, increased sales and reduced costs, cycle-time efficiency, return on investment and shareholder value were all introduced as yardsticks for performance appraisals. Harish Tandon, general manager, HR, Dabur remarked, "Now Dabur is working towards making compensation more performance-oriented, and the performance evaluation system is being worked on. Today, performance in terms of target achievement is the main factor followed by other criteria such as sincerity and longevity of service." The focus of appraisals thus shifted to what a person had achieved, as much as on what he was capable of. Dabur's employee friendly initiatives included annual sales conferences at places like Mauritius and Kathmandu. These conferences, attended by over a hundred sales executives of the company, combined both 'work-and-play' aspects for better employee morale and performance. Dabur also gave cash incentives to junior level sales officers and representatives upon successful achievement of targets. Employees were also allowed to club their leaves and enjoy a vacation.

Design the MIS parameters for the decision making of Dabur with reference to performance appraisals. Which information do you need while designing the parameters?

Attempt any TWO from the remaining FOUR Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Write a note on Workforce analysis.
- b) Explain the characteristics of MIS.
- c) Which are the implications of MIS in service industry?

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the future/emerging trends in HR analytics.
- b) Which factors determines efficiency of HR functions?
- c) Define HRIS. Explain the types of HRIS.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Write a note on predictive analysis.
- b) Write a note on Data Vs Information.
- c) Explain the importance of MIS in hospitals.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Write a note on web based HR applications.
- b) Explain how can you make efficient use of pivot table in HR analytics?
- c) State the applications of check sheets.