VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
Third Semester Regular Examination February 2023

Course Name:	HR Analytics	Course Code	MMS H-312
Roll No.		**Marks**	**60**
Total No. of Questions	6	**Duration**	**3 Hours**
Total No. of printed pages	3	**Date**	15-02-2023

Course Outcome Statements:

CO1: Remembering basis of HR Analytics, what is Analytics, Business Analytics and HR Analytics

CO2: Understanding the importance of Information systems in HR and application for same by using techniques of Big Data and SPSS

CO3: Apply knowledge of Analytics in Recruitment and Performance management of employees and other areas

CO4: Analysing HR Analytics as an aid for Employee Engagement and HR interventions

CO5: Evaluating Ethics and Limitations in using HR Analytics systems and concepts

CO6: Creating HR Dashboard and Conducting Diversity analysis and predicting employee turnover using analytics

Instructions: -	Marks	BL	CO
Q. No 1 (All Questions are Compulsory)			

Q. No.		Questions			
Q. 1		In March of 2015, The Wall Street Journal published one of the first articles detailing how employers can effectively predict which potential hires might stay with their company longer, thus, saving the company a lot of money. This now extremely popular HR metric, known as employee churn analytics, not only helps employers determine who might quit the business but also explains why these employees may quit. Since the introduction of employee churn analytics at Credit Suisse, managers at organizations today are better trained to retain high performing employees and reduce turnover risk factors.

Credit Suisse is a financial services company based in Switzerland that employs over 47,000 people. To reduce turnover, they tried to predict which employees were most likely to leave the company and when. It's been estimated that the cost of replacing an employee can be anywhere between 30 and 400 percent of an employee's salary, depending on seniority and experience. This is a substantial loss for a company the size of Credit Suisse.

Data and analysis:

Because the Credit Suisse workforce is so large and since they have strong data tracking practices, the analytics team had substantial information on who left the company, why, and after how long. The team dug deeper to explore "the specific circumstances prior to the points of departure" by tracking over 40 variables, such as performance ratings, the time spent in a given role, and the size of an employee's team.

The HR Analytics team came up with a dashboard giving the percentage of employee turnover expectation along with predicting what areas the company can miss or needs to take care of within each reason of turnover of employee | | | |

		Given below is the same:			

Parameter	Predicted % of Impact
Stress	9
Job Content	4
Demographic	8
Leadership	5
Job Satisfaction	5
External Environment	3
Co-Worker	3
Compensation	1

You are the part of the analytics team and the organisation is seeking more details on the high level aspects stated above and you are required to analyse all factors and create a solution based on the above findings and present to the company.

	a.	You are required to analyse the above situation and create a detail and more granular reasoning as per the above parameters, what might be the reasons and different aspects in each parameter for attrition.	**6**	**Level 4**	**CO4**
	b.	By using Prescriptive analytics Propose a step by step plan to Credit Suisse on the basis of above insight to control attrition in future	**6**	**Level 5**	**CO6**
Q. 2		Answer **Any one** from the following.			
	a.	Above dashboard is created for a UK based company for getting insights on diversity in hiring, as an HR analyst review and evaluate the above dashboard and provide your insights on same, also can the above data be relied up on? Justify your answer by educating the organisation on the importance and measures of Quality of Data for getting satisfactory results in HR Analytics	**6**	**Level 5**	**CO5**

	b.	"Data Rights and Privacy has become more critical factors after the EU's GDPR went into effect" Do you Agree? Please justify.	6	Level 5	CO5
Q. 3		Answer **Any one** from the following.			
	a.	"Employee productivity is linked to employee engagement" analyse the statement with help of Employee engagement Metrics	6	Level 4	CO4
	b.	A company has been lately facing issues with too many rejections and attritions from employees due to unsatisfactory performance appraisals and also employees are facing lack of growth opportunities in the organisation with regards to training and development, you are the analyst who has been given the responsibility to provide details on what types and levels of HR interventions are required and can be applied in the given situation, you are required to examine and elaborate the HR interventions in above situation along with their impact on employees.	6	Level 4	CO4
Q. 4		Answer **Any two** from the following.			
	a.	You are appointed as HR consultant and in that role you are required to build an through insights develop a matrix or a model on issues faced by an organisation in performance appraisals assuming that the organisation is using modern performance appraisal methods.	6	Level 3	CO3
	b.	Identify how predictive analytics can provide insights and act as an aid in recruitment of candidates	6	Level 3	CO3
	c.	HR analytics is many a times overpowered by Human Bias in recruitment and selection- Identify and explain the various bias in recruitment and selection	6	Level 3	CO3
Q. 5		Answer **Any two** from the following.			
	a.	Classify the types of data variables which you can use for different analytics	6	Level 2	CO2
	b.	Explain Statistical significance, and outline the various Statistical tests used in analytics	6	Level 2	CO2
	c.	Explain the 4 types of HR analytics and classify the different diagnostic analytics techniques in detail	6	Level 2	CO2
Q. 6		Answer **Any two** from the following.			
	a.	Define Business analytics and list down the significance and usage of analytics in business	6	Level 1	CO1
	b.	How HR analytics and People strategy are related to each other?	6	Level 1	CO1
	c.	Why do we need HR Analytics in an organisation for solving modern problems employees?	6	Level 1	CO1