

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Third Semester Regular Examination January – February 2024

Course Name:	HR Analytics	Course Code	H-312
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	07-02-2024

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

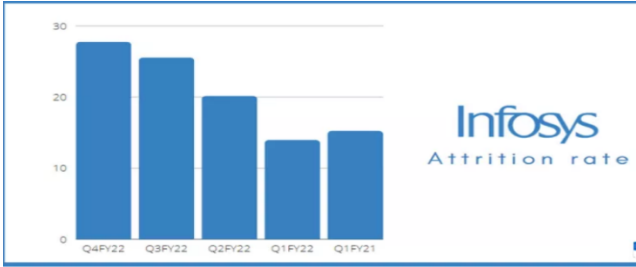
Instructions: -

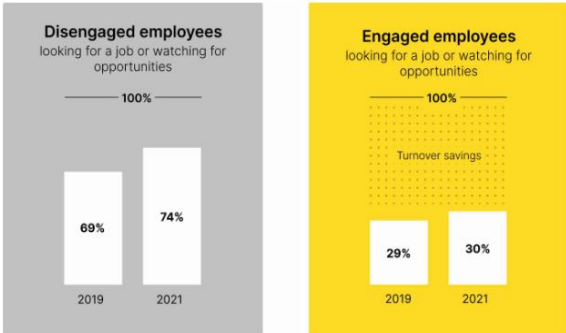
Q. No 1 (All Questions are Compulsory)

Marks

BL

CO

Q. No.	Questions			
Q. 1	<p>The world today is experiencing the era of the 'Big Quit' or the 'Great Resignation'. Coined by Anthony Klotz, a professor at Texas A&M University, Great Resignation is the new phenomenon where employees are resigning at an astonishing rate. The trend has clutched India as well, with country's top IT companies such as Infosys, witnessing mass employees exodus over the past one year. Out of all these firms, Infosys has recorded the highest 12-month attrition rate of 27.7% during January-March 2022 quarter. It is the third quarter where Infosys has seen an attrition rate of over 20%. Below is the graph for the attrition rate in Infosys:</p>  <p>The COVID-19 pandemic is being seen as the single-biggest factor behind higher attrition rates around the world. The 'new normal' gave way to new working styles, newer desires and newest trends amongst employees. A research was conducted to test the reasons for attrition in Infosys and the following details were shared:</p> <ol style="list-style-type: none"> 1. Around 35% of attritions happened as they needed Work From Home(WFH) 2. 22% due to poor work life balance 3. Over hiring were also reported as being among several reasons for attrition 			

		<p>4. Infosys's profit squeeze was also seen as one of the reasons for high attrition</p> <p>5. Many exit interviews pointed towards-poor working culture, poor management and high salary as industry trends had changed post pandemic</p> <p>As an HR analytics consultant, you are required to examine the above situation and answer the questions below.</p>			
	a.	Looking at the above research findings, analyse and provide your comments on each parameter for the attrition and measures to control the same	6	Level 4	CO4
	b.	Using Diagnostic analytics in the above case, recommend a questionnaire for data drilling in further attrition cases to get more insight on exact reason for attrition in Infosys	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	 <p>An Indian firm last year did research on Employee engagement and its effect on attrition, above graph shows the difference between engaged and disengaged employees from 2019-2021. Provide your analysis on voluntary employee turnover rate and employee retention rate(along with formula) and conclude on impact of employee engagement on attrition rate of a firm</p>	6	Level 5	CO5
	b.	Evaluate the GDPR policies and need for employees to be aware of data rights and data privacy	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	"High employee engagement leads to better performance of employees and satisfied clients" analyse the statement and provide your justification	6	Level 4	CO4
	b.	An organization has recently been facing issues with their recruitment department and concluded that there are many issues in recruitment and selections done by the in-house recruiters- Analyse and suggest the organization on the different types of recruitment bias and ways to overcome hiring bias	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	You are an HR of an mid size organisation which has direct impact of employee performance on their revenue/profits, explain which type of performance measurement techniques you will consider, with major focus on Human-Resource (Cost) Accounting Method	6	Level 3	CO3
	b.	Identify how critical HR interventions are during Organisational Development, explain 4 major OD interventions	6	Level 3	CO3
	c.	"HR analytics deals with complicated data structures" Identify different types of data and any elaborate in detail any one statistical test that you can apply for data analysis	6	Level 3	CO3
Q. 5		Answer Any two from the following.			

	a.	Examine the 4 types of HR analytics and discuss predictive analytics in detail	6	Level 2	CO2
	b.	An organisation which is not too much into data opts for Casual Analysis-Explain the different types of Casual Analysis	6	Level 2	CO2
	c.	“Demographics of employees is a predictor for employee attrition” share your thoughts and Explain the different Demographic employee turnover predictors	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	What is Business analytics-explain importance and benefits of business analytics	6	Level 1	CO1
	b.	Discuss the importance of quality of data in HR Analytics	6	Level 1	CO1
	c.	As HR analytics deals with lots of data of different categories Ethics has become more critical in HR analytics- Share different aspects of ethics in HR analytics	6	Level 1	CO1