

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2017-19) (HR)
PGDM Trimester V Examination December 2018

Subject	HR Analytics		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	22.12.2018

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

Q1) 20 Marks (Compulsory)

Atlantic today is riddled with quality problems. Quality was once the pride USP of this company. The problem reached to such a critical level that the company had to recall almost 9 million cars worldwide. Obviously this led to significant lowering of the brand value of the company, and drop in sales. John Sullivan (2010) attributes such failure of Atlantic to poor HRM function of the company. Sullivan added that while hull design flaw contributed to this catastrophe, the root cause of the problem was human error. Human error at times caused for factors which could be beyond the control of employees. It cascades for the actions of the senior management. People at operations level may have inadequate information and poor job training.

Atlantic's poor HR practices, which Sullivan classified under eight categories, attributed to such mechanical failure, causing recalling of their supplies. Such HR practices are: rewards and recognition, training, hiring, performance management process, corporate culture, leadership development and succession, retention and risk assessment. In all these HR practices, the company failed to integrate with the business goals. Moreover, HR decisions were not backed with data, rather it were in accordance with the existing systems and standards. Hence, systemic failure of management contributed to quality problems and subsequent recalling of cars, resulting several-billion-dollar loss to the company. With data-driven HR decisions, HR managers could have been more analytic and predictive in foreseeing such problems and warned the top management well in advance.

Questions:

- 1) Suggest a suitable title for this Case Study and explain the problems with Atlantic company, and why do you think the problems raised?
- 2) Do you think Atlantic could make a difference with HR Analytics? Elucidate your answer.

Attempt Any FOUR from the Remaining SIX Questions

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

- a) Define Systems Approach and Explain Seven Elements of Systems Approach
- b) Explain Information Systems and CBIS
- c) Define HRIS, Objectives of HRIS and Models in HRIS

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

- a) Define Datafication and what has HR Datafied?
- b) Explain Talent Analytics Maturity Model
- c) Define Analytics, Analytics History and Stages of Analytics

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

- a) Explain Steps in HR Analytics and Benefits of HR Analytics
- b) Define HR Analytics and Key HR Analytics
- c) Why do organizations need HR Analytics?

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

- a) What do you understand by HR Metrics? Explain any five HR Metrics in HR functions
- b) Elucidate Workforce Analytics and Planning

c) Draw and explain the HR Strategy Map with regards to Score Card

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) How can we build People Analytics function?
- b) Explain Predictive Analytics and critical areas for HR Predictive Analytics.
- c) Describe any 5 current or new trends in Human Resource.

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is Virtual Reality, how is it used in HR Functions and is it a useful resource, explain?
- b) What is Artificial Intelligence? How is Artificial Intelligence used nowadays in Human Resource functions?
- c) What is Big Data for Human Resource? How is Big Data having an impact on HR functions?