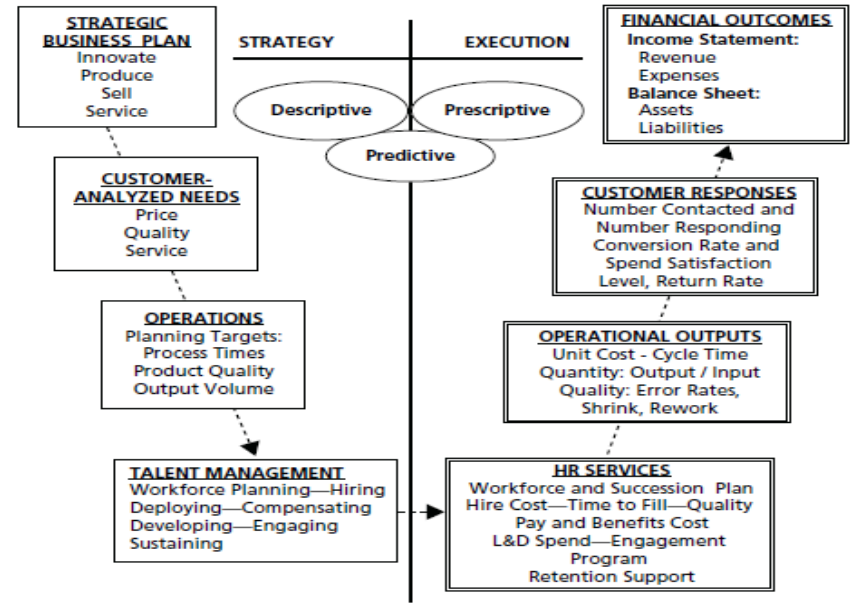
CMR INSTITUTE OF TECHNOLOGY

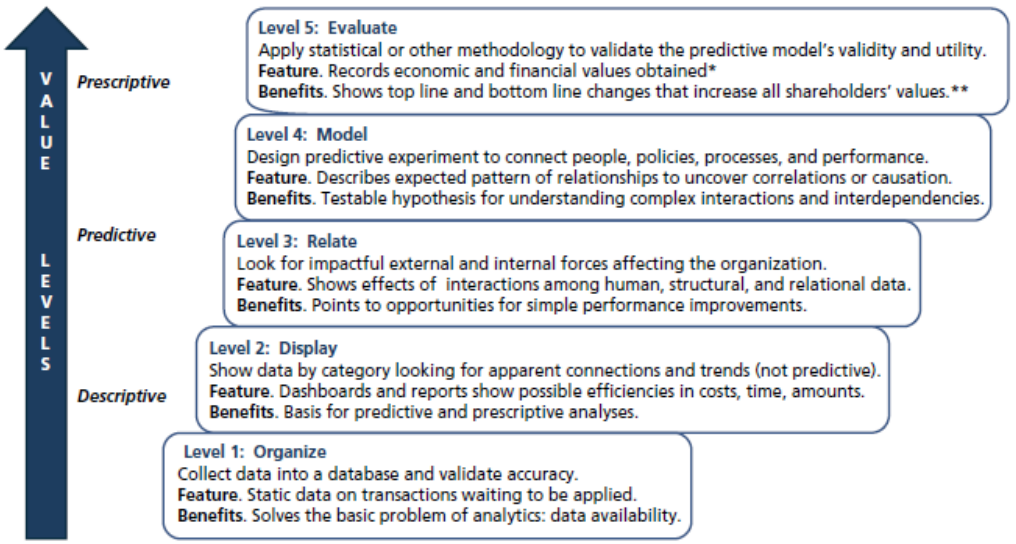
Scheme Of Evaluation
Internal Assessment Test 1– Sep 20

Sub:	**HR ANALYTICS**			**Code:**	18MBAHR302
Date:	07-9-2019	Duration: 90mins	Max Marks: 50 **Sem:** III	**Branch:**	MBA

Note: Part A - Answer Any Two Full Questions (20*02=40 Marks)

Part B - Compulsory (01*10= 10marks)

Part	Question #		Description	Marks Distribution	Max Marks
	1	a	It brings together data from disparate sources, such as surveys, records, and operations, to paint a cohesive, actionable picture of current conditions and likely futures. This is an evidence – based approach to making better decisions.	3	20 M
		b	➢ **Descriptive.** ➢ **Predictive.** ➢ **Prescriptive.**	7	
		c	 **Exhibit 1.2** How Your Company Makes Money © J. Fitz-enz, 2012	10	
	2	a	Predictive analysis covers a variety of techniques (statistics, modeling, data mining) that use current and historical facts to make predictions about the future. It's about probabilities and potential impact. It involves, for example, models used for increasing the probability of	3	20 M

		selecting the right people to hire, train, and promote.		
	b	Regression examines the correlations among all variables and selects the variables that have the strongest relationship with the outcome variable (e.g., productivity or profitability). It also removes the overlap among the predictors, so the predictive power of each variable is unique. It is the simplest of the three techniques. It examines the relationship between two variables. It answers the question: If X increases in value, what happens to Y? If X increases by 1 and Y increases by 1, there is a perfect positive relationship. A correlation is described by the statistic r, which ranges from −1 to + 1. A zero value indicates no relationship. A −1 indicates that Y decreases proportionally as X increases. A +1 indicates that Y increases proportionally as X increases. SEM is an excellent way to examine multiple hypotheses at once and determine causal pathways. It is based on confirmatory factor analysis and requires large data sets. It is a much more complicated analysis than regression and requires specialized software, such as Lisrel or AMOS. If the data set is amenable to the analysis, SEM is a preferred technique because it can create a best-fitting model of the relationships among all the variables and provide reliable insights about the influence of multiple factors on each other and an outcome measure.	7	
	c	 **Exhibit 1.3** Data Analysis Levels © J. Fitz-enz, 2012	10	
3	a	Justify your answers on your own	3	20 M
	b	Although management had provided a mandate, the details of organization were left up to the new director of analytics. As a former operating and financial person, she came at the job from a company rather than an HR department perspective. Reflecting on management's	7	

			mandate, she formulated a vision for the new analytics unit and set some short- and long term goals.She realized that to promote clarity and consistency, the unit and the company needed to operate from a set of standard terms and metrics. It took several months internally and externally to reach a quasi-consensus on terminology. The company had been using an unexamined set of regular reports for many years. The rationale for their format and content needed updating. Again, this took a good bit of negotiating. Whether formats and reporting schedules are useful or not, people become accustomed to them. In time, a testable set of reports was designed and cleared with their readers.Once it became clear what data would be needed, the HR database architecture had to be established. Clearly, if operating issues were going to be addressed, the analytics unit would have to access data from finance, marketing, and other functions. Systems analysts and coders were put to work to develop a flexible, mutually beneficial architecture.		
		c		10	
B	4	a)	Justify based on the case	5	10 M
		b)	Justify based on the case	5	