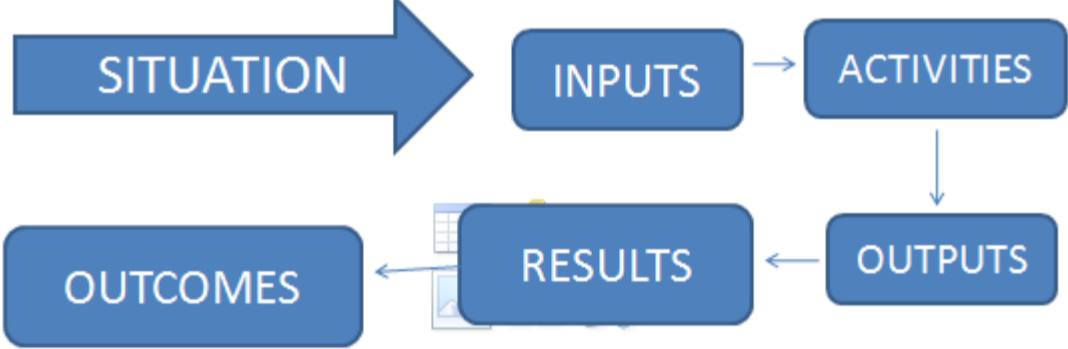
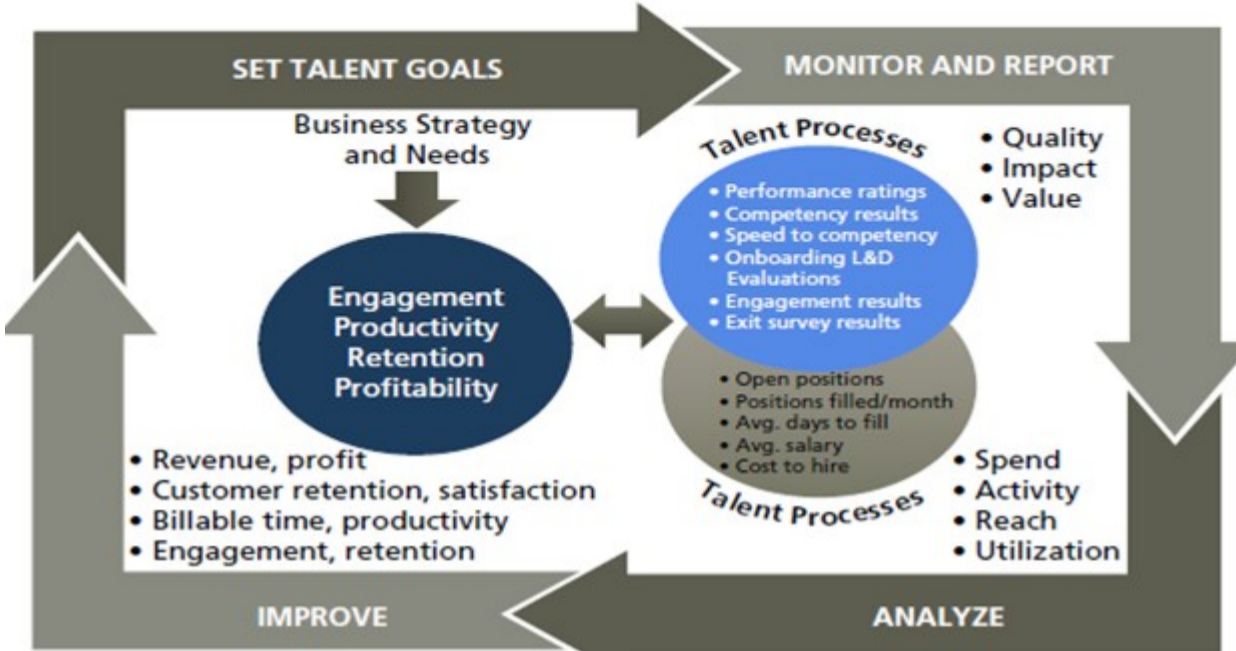


Sub: **HR ANALYTICS**  
Date: 14-10-2019 Duration: 90min Max Marks: 50 Sem: III

Code: 18MBAHR302  
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	A metric is something that can be quantified to describe the outcome of a business process. The measurement map's leading indicators and business results will typically map to existing metrics.	3	20 M
	b	For the measurement plan, create a basic list of information about each metric. There may be several different versions of each metric—for example, sales could be measured in units, gross dollars, or net profits. Here is a checklist of what you should know about each metric: Name of the metric. Units in which the metric is measured (hours, dollars, percentage points, etc.). Maximum and minimum range of the metric (in some cases, negative values are not permissible). Dates for which the data are available (is information available both before and after the investment?). Unit financial value (how much is it worth?). Desired direction of change (increase or decrease). Expected impact of the investment. Contact: Who is in charge of collecting this metric? Who can answer questions about it?	7	
	c		10	
2	a	Alignment is a plan that explicitly connects investments to strategic goals via the relevant stakeholders in the company and connecting them to the parts in that plan. Relevant stakeholders in the company and connecting them to the parts in that plan.	3	20 M
	b	<b>Steps to developing a question:</b> <ul style="list-style-type: none"> <li>Choose an interesting general topic. Most professional researchers focus on topics they are genuinely interested in studying. Writers should choose a broad topic about which they genuinely would like to know more. An example of a general topic might be "Slavery in the American South" or "Films of the 1930s."</li> <li>Do some preliminary research on your general topic. Do a few quick searches in current periodicals and journals on your topic to see what's already been done and to help you narrow your focus. What issues are scholars and researchers discussing, when it comes to your topic? What questions occur to you as you read these articles?</li> <li>Consider your audience. For most college papers, your audience will be academic, but always keep your audience in mind when narrowing your topic and developing your question. Would that particular audience be interested in the question you are developing?</li> <li>Start asking questions. Taking into consideration all of the above, start asking yourself open-ended "how" and "why" questions about your general topic. For example, "Why were slave narratives effective tools in working toward the abolishment of slavery?" or "How did the films of the 1930s reflect or respond to the conditions of the Great Depression?"</li> </ul>	7	

		<p style="text-align: center;"><b>OPTIMIZATION MODEL WITH KEY PERFORMANCE METRICS</b></p> 	10	
	3	<p>a As you create the measurement plan, consider which demographics have a reasonable connection to the investment, as well as the type of demographic data that is available. We identify two categories of demographics: individual and organizational. Individual demographics are what most people think of when they hear the term demographics. They describe an individual's personal traits, such as gender, age, education level, ethnicity, and so on. Organizational demographics are derived from some unit the individual is part of, for example, region, division, work unit, and so forth. These data come from a different source and are linked back to the individual. It is important to include both types of demographics, because both can affect how an individual responds to an investment.</p> <p>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 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.</p>	5	20 M
<b>B</b>	4	Justify your answers with the concept of Future Analytics with live examples	10	10 M