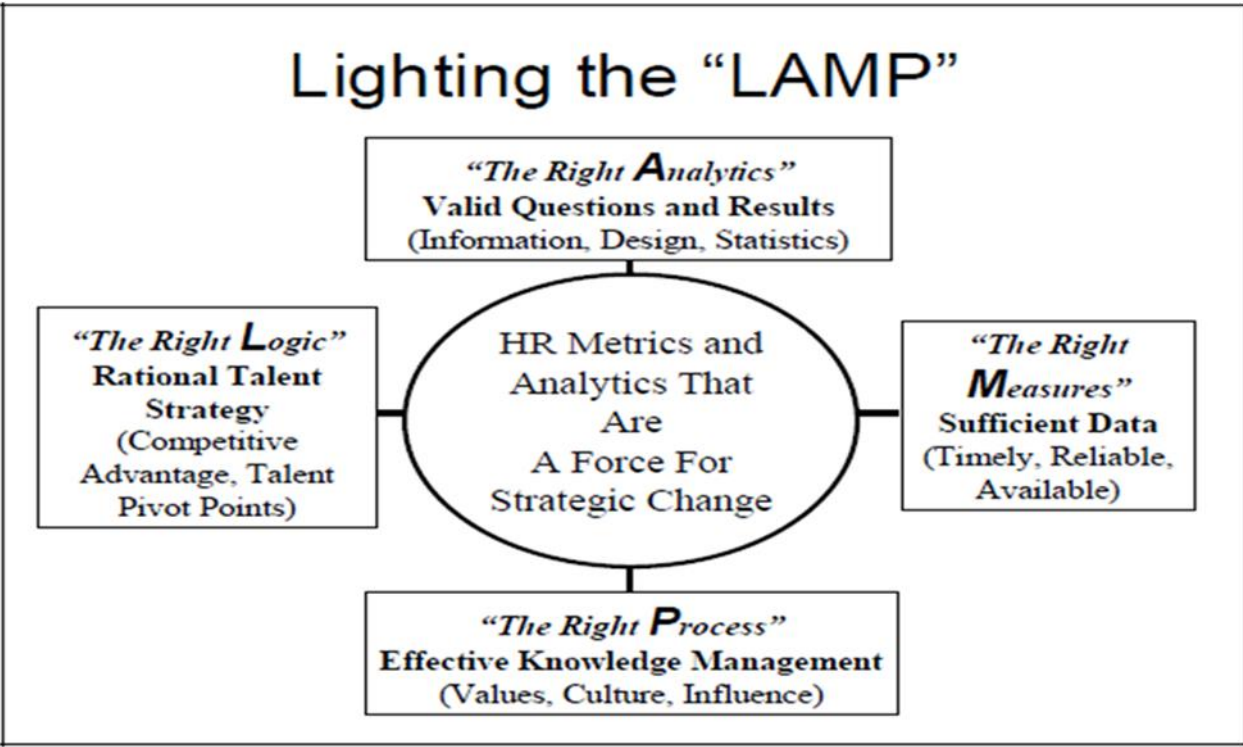




Sub: **HR ANALYTICS**
18-10- Max
Date: 2019 Duration: 90mins Marks: 50 Sem: III

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	HR Scorecard lets you do two important things: (1) manage HR as a strategic asset and (2) demonstrate HR's contribution to your firm's financial success. Although each firm will depict its Scorecard in its own way, a well-thought-out Scorecard should get you thinking about four major themes: the key human resource deliverables that will leverage HR's role in your firm's overall strategy, the High-Performance Work System, the extent to which that system is aligned with firm strategy, and the efficiency with which those deliverables are generated.	3	20 M
	b	A variety of HR metrics and analytics usage features and effectiveness outcomes relate to both HR effectiveness and organizational performance. Enhancing these HR features and outcomes offer some of the most potent paths to greater HR and organizational effectiveness, especially considering that their historical level is only moderate. There also is evidence that the strategic use and outcomes of HR metrics and analytics are increasingly associated with HR effectiveness and organizational performance. This is particularly true for HR functional effectiveness, while the results for organizational performance are more modest and mixed.	7	
	c	<div style="text-align: center;"> <h3>Lighting the "LAMP"</h3>  <p>Logic: Relying on the Decision Science</p> </div>	10	
2	a	Now that you know what comprises an analytical framework, you need to learn how to use one. There are at least three situations where an analytical framework can come in handy. The first is when an individual is required to change roles. For example, a business analyst may move into a system-analyst role or a test-analyst role. Each role has different responsibilities and produces a completely different set of documentation and work products. If the individual can call upon a preexisting analytical framework (with appropriate examples), it will be much easier to prepare for and transition to the new role. The individual must learn which tools, techniques, patterns, models, and organizational approaches work best in each situation. Access to an analytical pattern for each of these areas can greatly reduce the time spent searching for solutions.	3	20 M
	b	<ul style="list-style-type: none"> Developing an HR Scorecard and actually implementing one are two different things. You will need to build acceptance of the Scorecard within your organization. Change is difficult to implement in any organization. Most problems occur not from misunderstanding of what to do, but from a lack of discipline about how to do what needs doing. Here are seven guidelines for the successful implementation of your Scorecard: Leading Change. You will need to enlist two sponsors — a line manager and the head of HR. You will also need someone on the team who specializes in HR measurement and an advisory team to supervise the work. Creating a Shared Need. You must create a business case for the use of the Scorecard. Share this with line management and the HR department and allocate between 3 percent 		

	<p>and 5 percent of the HR budget to measurements.</p> <ul style="list-style-type: none"> • Shape a Vision. You must articulate the desired outcome of using the Scorecard by preparing the key measures to be tracked. Define decisions that will be made based on the measures, and figure out how you will collect the data needed for the measurements. • Mobilize Commitment. Identify the key players whose support you need and engage them. • Build Enabling Systems. Put the right people on the project, give them incentives, have them report to the right people, and invest in the technology needed. • Monitor and Demonstrate Progress. Develop a project plan. • Make It Last. Start with simple measures, make them visible, post the results and change the measures as required by changing conditions. 	
c	<p>Copyright © 1999, 2002 Boudreau-Ramstad Partnership. All rights reserved. HC BRidge™ is a trademark of the Boudreau-Ramstad Partnership</p> <p>Figure 1. The HC BRidge® Decision Framework.</p>	10
3	<p>a</p> <ul style="list-style-type: none"> • The creation of a new framework may be as simple as cloning an existing framework and adding new patterns and examples. On the other hand, more complex frameworks, such as one that can be developed for the analysis and management of embedded systems projects, may have little in common with other existing frameworks, so you may need to create them from scratch. You should begin by considering the tools and techniques you can apply to the domain. For example, you may need to modify existing techniques, such as interviewing or group facilitation, to support the new domain. You may be able to provide other tools to the modeler for specific tasks, such as computer-aided software engineering (CASE) for organizing content for a federation of Web sites. As time progresses, you can extend the framework to include multiple examples. Finally, at the conclusion of the project, you can formally capture the techniques and patterns that proved most useful as analysis patterns for use on the next applicable problem. • You may need to adapt an analytical framework before it is usable in a particular context. Adaptation of a framework involves the inclusion of new patterns or organizational schemes to better match the needs of the subject. In this way, you can extend and develop these frameworks for novel problem domains. As new tools and techniques become available, and as new analysis patterns are discovered and codified, you can add these to your toolkit and organize them into a modified framework. If the level of modification is significant, it may indicate that you should construct an entirely 	10 20 M

	b	<h3 style="text-align: center;">Pioneers Of HR Analytics</h3> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;">  <p style="text-align: center;">Dr. Jac Fitzenz</p> </div> <div style="width: 65%;"> <ul style="list-style-type: none"> • Published "Measurement Imperative" in 1978 • Set up Saratoga institute in 1980 to develop and benchmark metrics in HR • Pioneered a list of 30 metrics that can be used across companies • Created HCM21, a predictive strategic human capital system </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;">  <p style="text-align: center;">Dr. John Sullivan</p> </div> <div style="width: 65%;"> <ul style="list-style-type: none"> • Prolific author and speaker, published several books on measurement and HR strategy • Expert in strategic HR and talent acquisition metrics • Teaches at San Francisco State University <ul style="list-style-type: none"> <input type="checkbox"/> HR measurement <input type="checkbox"/> Talent acquisition </div> </div>	10	
B	4	<p>The —pivotal talent pools that are the vital targets for HR investment and leader attention.</p> <p>Two paradigm shifts</p> <p>The first paradigm shift is talentship.</p> <p>The second paradigm shift is that HR and business leaders increasingly define organizational effectiveness beyond traditional financial and shareholder outcomes to encompass —sustainability —achieving success today without compromising the needs of the future.</p> <p>A talent decision science is vitally needed today since it is increasingly important to enhance talent decisions, including structures, behaviors, capability, learning, collaboration, shared culture, and the like. In several companies, we have labeled it talentship, because it focuses on decisions that improve the stewardship of the hidden and apparent talents of employees. Application of talentship, showing the human capital implications of defining an organization’s goals as purely financial versus as sustainability.</p>	10	10 M