


CMR INSTITUTE OF TECHNOLOGY			USN <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>																		 <small>CMR INSTITUTE OF TECHNOLOGY, BANGALORE</small> <small>ACCREDITED WITH A++ GRADE BY NAAC</small>	
Internal Assessment Test – I																						
Sub:	HR Analytics							Code:	22MBABA404													
Date:	21/08/2025	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch:	MBA													
SET – 2																						
								Marks	OBE													
									CO	RBT												
Part A - Answer Any Two Full Questions (2* 20 = 40 marks) Part B – Compulsory – Case Study (1*10 = 10 marks)																						
1 (a)	What is meant by “locating the HR challenge in the organizational system”?							3	CO1	L1												
(b)	Explain the concept of “Valuing HR Analytics” in the context of lean organizational systems.							7	CO2	L2												
(c)	Analyse how the HR Maturity Journey can be aligned with organizational digital transformation initiatives.							10	CO2	L4												
2 (a)	State two key differences between HR Scorecards and Workforce Scorecards.							3	CO1	L1												
(b)	Infer how Strategic HR Metrics can be integrated with business KPIs to create value. Provide examples.							7	CO1	L4												
(c)	Infer the applicability of the LAMP framework in a service-sector organization.							10	CO2	L4												
3 (a)	Define “Analytical Model” in HR Analytics.							3	CO2	L1												
(b)	Outline the role of KPI selection in predictive analytics with an HR recruitment example.							7	CO2	L4												
(c)	Summarize a basic regression model to study the effect of employee training hours on productivity. State your assumptions.							10	CO2	L5												
Part B - Compulsory (01*10=10 marks)																						
4	Case Study																					
Case Study: A retail chain is struggling with inconsistent customer service quality across its branches.																						
A) Using HR Analytics principles, Decide which HR-related data points you would collect and why.								5	CO2	L5												
B) Suggest a predictive analytics plan to improve customer service scores through targeted HR interventions.								5	CO2	L5												

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SCHEME OF EVALUATION
Internal Assessment Test 1– Jan 2025

Sub:	Innovation and Design Thinking							Code:	22MBA402
Date:	18/08/2025	Duration:	90mins	Max Marks:	50	Sem:	IV	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
A	1	a) Locating the HR challenge means identifying how an HR issue (such as attrition or low engagement) is embedded within the organizational system of processes, leadership, culture, and strategy. For example, high attrition may not only be an HR problem but also linked to poor leadership or lack of career growth opportunities.	Definition – 1 mark; Explanation – 1 mark; Example – 1 mark	3	20 M
		b) Valuing HR Analytics means recognizing its role in creating measurable business value in lean systems. Lean organizations focus on efficiency, waste reduction, and continuous improvement. HR analytics helps by optimizing resources, identifying waste, predicting workforce issues, improving ROI on training, and aligning HR with lean goals. Example: Using analytics to predict peak workload and deploy staff efficiently in a lean manufacturing unit.	Definition – 1 mark; Explanation (lean linkage) – 2 marks; Benefits – 3 marks; Example – 1 mark	7	
		c) The HR Maturity Journey progresses from operational reporting to advanced metrics, predictive analytics, and finally strategic HR analytics. This aligns with digital transformation by supporting data-driven culture, predictive hiring, workforce reskilling, and agile planning. Benefits include proactive talent pipelines and evidence-based workforce planning. Example: A bank moving from paper-based HR to AI-driven recruitment during digital adoption.	Stages explained – 3 marks; Linkage with digital transformation – 4 marks; Benefits – 2 marks; Example – 1 mark	10	
	2	a) HR Scorecard measures HR function efficiency (e.g., cost per hire, training cost), while Workforce Scorecard measures workforce contribution to strategic goals (e.g., productivity per employee, innovation rate).	First difference – 1.5 marks; Second difference – 1.5 marks	3	20 M

		b)	Strategic HR metrics can be integrated with business KPIs by aligning HR outcomes with organizational performance goals. The process involves selecting business KPIs (e.g., sales growth, customer satisfaction), linking them with HR metrics (e.g., training hours, attrition rates), and measuring impact. Example: Linking sales KPI with sales training hours, or customer satisfaction with employee attrition.	Concept – 2 marks; Process – 2 marks; Examples – 3 marks	7	
		c)	The LAMP framework (Logic, Analytics, Measures, Process) provides a structured way of linking HR practices to business outcomes. In a service-sector organization, it connects employee engagement, training, and skills with customer outcomes such as CSAT, AHT, and NPS. Example: In a retail chain, training programs reduce customer complaints and improve service quality.	Components – 4 marks; Application in service sector – 4 marks; Example – 2 marks	10	
	3	a)	An Analytical Model in HR Analytics is a statistical or mathematical representation used to explain or predict workforce outcomes. It identifies patterns and causal factors in HR data. Example: A regression model predicting attrition based on salary, tenure, and engagement.	Definition – 1 mark; Explanation – 1 mark; Example – 1 mark	3	20 M
		b)	KPI selection plays a vital role in predictive analytics as it defines the target variable for prediction. In HR recruitment, selecting the KPI “Quality of Hire” (measured by first-year performance) ensures meaningful insights. Predictive models can then use applicant test scores, interviews, and experience to forecast performance and reduce attrition.	Importance – 2 marks; Linkage to predictive analytics – 2 marks; Example – 3 marks	7	
		c)	A regression model to study training hours and productivity: $\text{Productivity} = \beta_0 + \beta_1(\text{Training Hours}) + \epsilon$. Here, productivity is the dependent variable, training hours the independent variable, and β_1 shows the effect of training. A positive β_1 indicates that more training improves productivity. Assumptions: linearity, normal distribution of errors, homoscedasticity, and independence of errors.	Equation – 2 marks; Variables explained – 2 marks; Interpretation – 2 marks; Assumptions – 4 marks	10	

B	4	a)	HR data points to collect: (i) Training hours, (ii) Employee turnover rates, (iii) Engagement survey results, (iv) Absenteeism records, (v) Customer feedback scores.	1 mark each (Total – 5 marks)	5	5 M
	4	b)	Predictive analytics plan: Build a model linking HR data (training, turnover, engagement) with customer service scores; identify key drivers of low performance; implement targeted interventions such as branch-level training, improved workforce scheduling, and incentive redesign; monitor with dashboards and reviews.	Steps explained – 4 marks; Actionable recommendations – 1 mark (Total – 5 marks)	5	5 M

