



# CBCS SCHEME

22MBABA404

Fourth Semester MBA Degree Examination, Dec.2025/Jan.2026

## HR Analytics

Time: 3 hrs.

Max. Marks: 100

- Note:** 1. Answer any **FOUR** full questions from Q.No.1 to Q.No.7.  
 2. Question No. 8 is compulsory.  
 3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Define HR Analytics.	03	L1	CO1
	b.	Explain about the "Third Wave for HR Value Creation".	07	L2	CO1
	c.	Discuss concept of lean organization (system) with its characteristics.	10	L5	CO1
Q.2	a.	Define HR Metrics.	03	L1	CO2
	b.	Identify the benefits of HR scorecard.	07	L3	CO3
	c.	Explain the importance of HR Metrics.	10	L5	CO2
Q.3	a.	What is workforce scorecard?	03	L1	CO2
	b.	Write a brief note on "The Maturity Framework from Level 1 to Level 5".	07	L2	CO3
	c.	Outline the guidelines for implementing HR scorecard.	10	L2	CO3
Q.4	a.	Define Benchmarking.	03	L1	CO4
	b.	What is data? Explain the types of data.	07	L5	CO4
	c.	Elaborate the steps involved in predictive analytics.	10	L6	CO2
Q.5	a.	Define HR Dashboards.	03	L1	CO3
	b.	Outline the process of creating HR scorecard.	07	L2	CO2
	c.	Explain the typical applications of HR Analytics.	10	L6	CO2
Q.6	a.	Define Predictive Analytics.	03	L1	CO2
	b.	Discuss the typical data sources of HR Analytics.	07	L2	CO4
	c.	Explain the type of questions to be used while conducting a survey.	10	L5	CO4
Q.7	a.	What is Regression Analysis?	03	L1	CO3
	b.	Explain the statistical software used for HR analytics.	07	L5	CO3

	c.	Write a note on : i) HCM : 21 Frame work model ii) LAMP Frame work.	10	L5	CO3
Q.8	a.	<p>Case Study :</p> <p>SanDisk, the global leader in the flash memory Product market, is notoriously famous for its high attrition rate. A major data analytics firm which creates customized AI – Based algorithms to solve real world business problems decided to address the issue of turnover at SanDisk by accessing its employee data available at open data 500 com, which is an on line public repository of corporate database of US – based companies. The AI analytics team applied multiple analysis strategies to crack the problem of attrition at SanDisk by analyzing the data set. The initial stage of the analysis involved cleaning and structuring the data into a workable format. The initial stage of the analysis involved cleaning and structuring the data into a workable format. The team also identified employees currently working at SanDisk and those who have already left by using dummy coding ( 1 = left, 0 = stayed). The data was further classified into different categories and pair-wise comparisons of attrition work done for different groups of employees such as males Vs females. Even Tablean was used to visualize the attrition pattern of the employees. The analytics team then resorted to DT – Based algorithm to predict the courses of employee attrition at SanDisk.</p> <p>The DT analysis revealed a few interesting antecedents of high attrition among employees. One of the most prominent factor in this regard was the average tenure of the employees. The tree output clearly showed that for employees who had been with the firm for less than 1.5 years, the risk of attrition is five times higher than for those who have been associated with SanDisk for more than 6 years.</p> <p>Questions:</p>			
	a.	What is the primary goals of the data analytics firm in analyzing SanDisk's employee turnover data ?	05	L4	CO4
	b.	Identify the Reasons for Employee attrition in SanDisk.	05	L5	CO4
	c.	Visualization tool was used to understand the attrition patterns at SanDisk, and Why, Visualization important in this context?	10	L5	CO4

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