



CBCS SCHEME

22MBABA404

Fourth Semester MBA Degree Examination, June/July 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.	Explain what do you understand by HR Analytics.	3	L2	CO1
	b.	Outline the importance of strategic HR metrics Vs. Benchmarking.	7	L2	CO2
	c.	Identify the steps involved in predictive analytics.	10	L3	CO3
Q.2	a.	Classify the typical data sources.	3	L2	CO3
	b.	Examine the difficulties in obtaining data from various sources.	7	L4	CO4
	c.	Evaluate the guidelines for implementing HR scorecard in an organization.	10	L4	CO4
Q.3	a.	Illustrate the meaning of "Metrics".	3	L2	CO3
	b.	Analyze HCM : 21 Framework of HR Analytics.	7	L4	CO2
	c.	Criticise "Organizational Lean" in context of HR analytics.	10	L4	CO1
Q.4	a.	Demonstrate the meaning of HR scorecard.	3	L2	CO4
	b.	Identify different types of data available in an organization.	7	L3	CO4
	c.	Interpret how will you connect HR Analytics for business benefits.	10	L4	CO3
Q.5	a.	Outline the five levels of HR Maturity Framework.	3	L2	CO2
	b.	Determine the reason for considering HR Analytics as third wave of value creation.	7	L4	CO1
	c.	Elucidate regression analysis and causation.	10	L3	CO3

Q.6	a.	How you will link HR data to operational performance of the organization.	3	L2	CO4
	b.	Analyse the process of obtaining data for an HR analyst.	7	L4	CO3
	c.	Evaluate the various statistical tools used by data analyst for conducting any analysis in the organization.	10	L4	CO4
Q.7	a.	Classify key performance indicators for HR Analytics.	3	L2	CO3
	b.	Differentiate between HR scorecard and workforce scorecard.	7	L4	CO2
	c.	Create a HR scorecard for talent management function in your organization.	10	L4	CO4
Q.8		Case Study : On 13th March 2015, the Wall Street Journal Published an article titled: “The Algorithm that tells the Boss who might Quit”. The article explored how credit Suisse was able to predict who might quit the company. By tracking key metrics such as employee satisfaction, absenteeism, sabbaticals and turnover, the HR Analyst at credit Suisse was able to identify the areas for improvement and make changes that led to higher levels of employee engagement and reduction in absenteeism which in turn boosted employee and organizational performance. This information was anonymously provided to managers so they could take appropriate steps. In addition, special managers were trained to retain high performing employees in the organization. In total, this program saved credit Suisse approximately \$ 70,000,000 a year. Questions :			
	a.	Evaluate the role of HR Analyst at credit Suisse in bringing organizational change.	10	L4	CO3
	b.	Formulate the strategy to retain the high performing employees in the organization.	10	L3	CO4