CBCS SCHEME

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18MBAHR302

Third Semester MBA Degree Examination, Jan./Feb. 2021
HR Analytics

Time: 3 hrs.   Max. Marks:100

Note: 1. *Answer any FOUR full questions from Q1 to Q7.*
2. *Question No.8 is compulsory*

1	a.	Define HR Analytics.	(03 Marks)
	b.	Which are the areas of HR Analytics?	(07 Marks)
	c.	What are the characteristics of Lean system?	(10 Marks)
2	a.	Define Benchmarking.	(03 Marks)
	b.	Explain the strategic HR metrics versus Benchmarking.	(07 Marks)
	c.	Explain the 5 phases of implantation of benchmarking process.	(10 Marks)
3	a.	What is Analytics and it is divided into how many levels.	(03 Marks)
	b.	Differentiate between Causation and Correlation.	(07 Marks)
	c.	Describe the application and objectives of Regression Analysis.	(10 Marks)
4	a.	Explain the term Questionnaire.	(03 Marks)
	b.	Describe some typical data issue.	(07 Marks)
	c.	Explain the type of questions to be used while conducting a survey.	(10 Marks)
5	a.	Define Metrics used in measurement map.	(03 Marks)
	b.	What is Data? Explain the types of data.	(07 Marks)
	c.	Explain the statistical software used for HR Analytics.	(10 Marks)
6	a.	What is Fusion charts?	(03 Marks)
	b.	What are the advantages of using Fusion chart?	(07 Marks)
	c.	Explain Tablean. Discuss the Tablean Desktop and Tablean online.	(10 Marks)
7	a.	What is Lean Six Sigma?	(03 Marks)
	b.	How to develop an HR score card?	(07 Marks)
	c.	What are the methods of data collection for HRD Assessment?	(10 Marks)

8 **CASE STUDY** :

The HR analytics journey within Coca Cola Enterprises (CCE) really began in 2012. Given the complexity of the CCE operations, its global footprint and various business units, a team was needed which was able to provide a centralized HR reporting and analytics service to the business.

This led to the formation of a HR analytics team serving eight countries. As a new team they had the opportunity to work closely with the HR function to understand their needs and build a team not only capable of delivering those requirements but also challenge the status quo.

"When Ben first joined Coca Cola Enterprises in 2012, it was very early on in their transformation programme and reporting was transitioned from North America to Europe. At that point Ben did not have a huge suite of reports and there was limited structure in place. Ben had a number of scheduled reports to run each month, but not really an offering of scorecards or anything more advanced".

The first step was to establish strong foundations for the new data analytics programme. It was imperative to get the basics right, enhance credibility and automate as many of the basic descriptive reports as possible. The sheer number of requests the team received was preventing them from adding value and providing more sophisticated reports and score cards.

CCE initiated a project to reduce the volume of scheduled reports sent to customers, which enabled them to decrease the hours per-month taken to run the reports by 70%. This was a game changer in CCE's journey. Many of the remaining, basic, low value reports were then automated which allowed the team to move onwards in their journey and look more at the effectiveness of the HR function by developing key measures. The analytics team was soon able to focus on more "value adding" analytics. Instead of being overwhelmed with numerous transactional request which consumed resources.

Questions :

a. What was the conditions to Coca Cola Enterprises (CCE) before analytics?   (10 Marks)
b. What is the role of HR analytics in Coca Cola Enterprises?   (10 Marks)

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