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Total No. of Questions : 5]

SEAT No. :

PE-5852

[Total No. of Pages : 2

[6551]-840
M.B.A. II
HRM-612-MJ : HR ANALYTICS
(2024 Pattern) (Semester - III)

Time : 2½ Hours] *[Max. Marks : 50*

Instructions :

1) *All questions are compulsory.*
2) *Figures to the right indicate full marks.*

Q1) **Solve any five :** **[5 × 2 = 10]**

a) Define HR analytics & its scope in modern HR practices.

b) List two key functions of Hr professionals in implementing HR Analytics.

c) Name two ways Industry 4.0 has impacted Human Resource Management (HRM).

d) What is the significance of Gartner's Analytics Maturity Model in HR Analytics?

e) What is a major benefit of using HR Analytics for skill-gap analysis and talent development?

f) What role can predictive analytics play in workforce planning & retention strategiy?

g) Name two applications of HR Analytics in talent acquisition / recruitment.

h) Name two strategic benefits of using HR Analytics in modern organisations.

Q2) **Solve any two :** **[2 × 5 = 10]**

a) Define HR Analytics. Explain its strategic significance for modern organizations.

b) What is the importance of Machine Learning (ML) for HR professionals in the context of Industry 4.0? Describe two potential applications of ML in HR.

c) List and explain four HR metrics (KPIs) that can demonstrate HR's contribution to organizational success and innovation. Why are these metrics useful?

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Q3) **Solve any One :** **[1 × 10 = 10]**

a) Identify and explain four HR-related metrics or KPIs that effectively demonstrate the contribution of HR to organizational success and innovation. Why are these metrics considered important?

b) Discuss the role of Big Data Analytics in strategic HR decision-making. What are its main benefits and what challenges may HR departments face when implementing big data analytics? Illustrate with examples.

Q4) **Solve any One :** **[1 × 10 = 10]**

a) Explain the four stages of the HR Analytics Maturity Model as per Gartner (or common HR-Analytics frameworks). For each stage, describe what type of analytics is involved, and how advancing through these stages helps align analytics with organizational goals.

b) Suppose you are HR manager at a medium-sized company. Outline a plan to implement HR Analytics in your organization. In your plan, address (i) data collection and infrastructure, (ii) collaboration among departments, (iii) ethical/data-privacy safeguards, (iv) progressive analytics maturity, and (v) aligning HR analytics outcomes with organizational goals.

Q5) **Solve any One :** **[1 × 10 = 10]**

a) A company is looking to implement HR analytics to improve talent acquisition and retention. Explain how you would approach this project, including the metrics you would use and the challenges you might face.

b) Describe the application of HR analytics in talent development and skill gap analysis.

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