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SEAT No. :

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M.B.A.

(SE-HRM-03) HRM-612-MJ : HR ANALYTICS

(2024 Credit Pattern) (Semester - III)

Time : 2½ Hours] *[Max. Marks : 50*

Instructions to the candidates:

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

Q1) Solve any five : **[5 × 2 = 10]**

a) Define HR analytics and state any two objectives.

b) What is Industry 4.0 in the context of HR?

c) What is a KPI in HR analytics?

d) Define "HR dashboard."

e) State any two examples of data privacy measures.

f) What is a KPI in HR analytics?

g) What is skill gap analysis?

h) State any two benefits of aligning HR analytics with business strategy.

Q2) Solve any two : **[2 × 5 = 10]**

a) Describe how aligning HR Analytics initiatives with an organization's overall business strategy Provide two specific examples of such alignment.

b) Explain the role of Big Data in strategic HR decision-making with suitable examples.

c) Describe the four stages of Gartner's Analytics Maturity Model with suitable HR examples.

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Q3) Solve any One : **[10]**

a) Critically analyse legal and ethical issues in collecting and storing employee data for HR analytics.

b) Critically examine the roles and responsibilities of HR, IT and business units in successfully implementing HR analytics.

Q4) Solve any One : **[10]**

a) Analyse how predictive analytics can help in workforce planning for future skill requirements.

b) As an HR manager in a mid-sized organization, outline a plan to implement a data-driven HR intervention aimed at improving employee retention. What steps will you follow to identify metrics and ensure the initiative links with business outcomes?

Q5) Solve any One : **[10]**

a) Propose an HR analytics-based framework for compensation and rewards optimization in a medium-sized IT company.

b) As an HR manager, how will you use HR analytics to improve talent acquisition and recruitment quality? Explain the steps and suitable metrics.

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