

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2019**

**Course: HR Analytics**  
**Programme: MBA Gen. (HR Specialization)**  
**Time: 03 hrs.**

**Semester: IV**  
**Course Code: HRES8003**  
**Max. Marks: 100**

**Instructions:** *Attempt all questions of Section A carrying 20 marks.  
Attempt any 4 Short Answer Questions from section B; Each question carries 5 marks.  
Section C and Section D are compulsory and carry 30 marks each.*

**SECTION A (Attempt all questions)**

S. No.		Marks	CO
Q 1	<b>Explain the following:</b> (i) KPIs (ii) HR Analytics is a continuum. How? (iii) Indicators vs. latent variables (iv) Reporting vs. analytics (v) Operation analytics vs. predictive analytics	10	CO1
Q 2	<b>Write the formulas to calculate the following:</b> (i) Absence Rate (ii) Return on Investment (iii) Percent receiving performance rating (iv) Employee Turnover (v) Worker's compensation cost per employee	10	CO1
<b>SECTION B (Attempt any 4 Short Answer Questions)</b>			
Q 3	Discuss the factors that have led to increased organizational interest in HR metrics and workforce analytics.	5	CO1 CO2
Q 4	How organizations link Human Resource functions with their 'strategic drivers'? Name a few companies who have achieved excellence by linking HR with strategic drivers.	5	CO2 CO3
Q 5	Discuss the differences between metrics and analytics for HR efficiency, operational effectiveness, and organizational realignment, and offer examples of each.	5	CO1 CO2
Q 6	Why employee opinion surveys are important to conduct for organizations and what are the reasons of using Likert or Likert type scales for conducting these opinions surveys?	5	CO2 CO3

Q 7	How value discipline of an organization affects the recruitment decisions? Discuss with Suitable example.	5	CO1
<b>SECTION-C</b>			
Q 8	Assume that you are the HR head of a Business Consultancy Firm serving 50 clients PAN India. Create a strategy map for your company; outlining the four key areas identified using Balance Scorecard Approach.	15	CO2 CO3
Q 9	A large, global FMCG company was having trouble with its China market sales force. The problem was two-fold: the company had issues retaining high-performing salespeople, and—despite having problems with retention—the company needed to double its sales force to meet customer demand and increase market share. They had no specific retention strategy, and they had little insight with which to develop one. How will you assist them in developing an analytics-based predictive retention strategy and solution? What factors/variables will you consider to collect the relevant data and what kinds of analytics will you use to provide feasible solutions?	15	CO2 CO3 CO4
<b>SECTION-D</b>			
Q 10	<p><b>Case Study: The Regional Hospital</b></p> <p>The Regional Hospital is a 500-bed hospital and several associated clinics in a major East Coast metropolitan area. It has been an aggressive adopter of computing technologies in efforts to decrease costs and improve operational efficiencies. A critical challenge facing the hospital is meeting its ongoing challenges to staff the hospital and allied clinics effectively, given the ongoing shortage of nurses; uncertainty in health care legislation; emphasis on shortening hospital stays to reduce costs. These causes the daily census (numbers of patients in various departments) to vary dramatically from day to day and shift to shift; the continued aging of the population in its primary care area; and the unending competition for employees with key skill sets. Employee expenses represent more than 80% of the overall costs of operation for the hospital, so identifying ways to match optimal skills and numbers of employees to the appropriate shifts is critical to achieving consistent success. However, individual shift managers struggle to make effective staffing decisions, resulting in consistent overstaffing or understaffing of shifts and departments. These staffing problems potentially increase the high costs of varied levels of patient care and satisfaction and potentially increase the risk that staff turnover may escalate because of dissatisfaction with the continuing inability of managers to match staffing needs to demand.</p> <p>Company managers recognize the potential that HR metrics and analytics might have for their organization, and they have come to you for help. They are hearing from their peers in other hospitals that metrics can help in this area but are not quite sure where to start. They are looking for you to offer guidance on how to do HR metrics and workforce analytics.</p>	30	CO1 CO2 CO3 CO4

**Questions:**

- (i) Do you believe that a program of HR metrics and workforce analytics might be useful in Regional Hospital? If so, why?
- (ii) Identify three analyses and associated metrics you think might be useful for Regional Hospital to consider.
- (iii) How might Regional Hospital utilize benchmarking as a part of its metrics and analytics effort, if at all?

Name:	
Enrolment No:	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2019**

<b>Course: HR Analytics</b> <b>Programme: MBA Gen. (HR Specialization)</b> <b>Time: 03 hrs.</b>	<b>Semester: IV</b> <b>Course Code: HRES8003</b> <b>Max. Marks: 100</b>
---	---

**Instructions:** *Attempt all questions of Section A carrying 20 marks.*  
*Attempt any 4 Short Answer Questions from section B; Each question carries 5 marks.*  
*Section C and Section D are compulsory and carry 30 marks each.*

**SECTION A (Attempt all questions)**

S. No.		Marks	CO
Q 1	<b>Explain the following:</b> (i) Talent Analytics (ii) Balance Scorecard (iii) Leadership Pipeline (iv) Strategy (v) Value Disciplines	<b>10</b>	<b>CO1</b>
Q 2	<b>Write the formulas to calculate the following:</b> (i) Employee turnover cost (ii) Training Hours (iii) Time to fill (average) (iv) Cost per hire (v) Yield Ratio of selection process	<b>10</b>	<b>CO1</b>

**SECTION B (Attempt any 4 Short Answer Questions)**

Q 3	Discuss why the information from numeric systems like HR metrics and workforce analytics do not generate any return on investment (ROI) unless they lead to different and better decision making.	5	<b>CO1 CO2</b>
Q 4	What do you understand by term 'strategic drivers'? Explain the different strategic drivers used by companies to achieve organizational goals.	5	<b>CO2 CO3</b>
Q 5	Why regression is famous as one of the most powerful tool in predictive modeling techniques?	5	<b>CO1 CO2</b>
Q 6	Describe which characteristics of HR metrics and workforce analytics are most likely to have an organizational impact.	5	<b>CO2 CO3</b>

Q 7	Why is it important for organizations to conduct employee engagement and satisfaction surveys? How does the engagement and satisfaction index affect employee turnover?	5	CO1
<b>SECTION-C</b>			
Q 8	You are providing consultancy to an internationally reputed educational institute, which is losing its market position. The institute is unable to gain its strategic objective of ‘Sustainable development’ after multiple efforts. You are asked to develop a map linking institute’s strategic objectives with lead and lag indicators using 5C Model.	15	CO2 CO3 CO4
Q 9	Where the performance measure went wrong in the following case and what might be the optimum solution to improve timeliness.  Managers at a hospital in the United Kingdom were concerned about the time it was taking to treat patients in the accident and emergency department. They decided to measure the time from patient registration to being seen by a house doctor. Staff realized that they could not stop patients registering with minor sports injuries but they could delay the registration of patients in ambulances as they were receiving good care from the paramedics. The nursing staff thus began asking the paramedics to leave their patients in the ambulance until a house doctor was ready to see them, thus improving the "average" time it took to treat patients. Each day there would be a parking lot full of ambulances and some even circling the hospital awaiting a parking spot.	15	CO2 CO3 CO4
<b>SECTION-D</b>			
Q 10	<b>Case Study: The Regional Hospital</b>  The Regional Hospital is a 500-bed hospital and several associated clinics in a major East Coast metropolitan area. It has been an aggressive adopter of computing technologies in efforts to decrease costs and improve operational efficiencies. A critical challenge facing the hospital is meeting its ongoing challenges to staff the hospital and allied clinics effectively, given the ongoing shortage of nurses; uncertainty in health care legislation; emphasis on shortening hospital stays to reduce costs. These causes the daily census (numbers of patients in various departments) to vary dramatically from day to day and shift to shift; the continued aging of the population in its primary care area; and the unending competition for employees with key skill sets. Employee expenses represent more than 80% of the overall costs of operation for the hospital, so identifying ways to match optimal skills and numbers of employees to the appropriate shifts is critical to achieving consistent success. However, individual shift managers struggle to make effective staffing decisions, resulting in consistent overstaffing or understaffing of shifts and departments. These staffing problems potentially increase the high costs of varied levels of patient care and satisfaction and potentially increase the risk that staff	30	CO1 CO2 CO3 CO4

turnover may escalate because of dissatisfaction with the continuing inability of managers to match staffing needs to demand.

Company managers recognize the potential that HR metrics and analytics might have for their organization, and they have come to you for help. They are hearing from their peers in other hospitals that metrics can help in this area but are not quite sure where to start. They are looking for you to offer guidance on how to do HR metrics and workforce analytics.

**Questions:**

- (i) What opportunities do you see regarding “where” and “how” metrics and analytics might be applied in this organization?
- (ii) What advice would you offer to the managers at Regional Hospital about developing a program of HR metrics and workforce analytics?
- (iii) What potential problems might occur in the establishment of an HR metrics and workforce analytics program for Regional Hospital managers about which you would want to alert them prior to beginning this project?