

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (SERVICE MANAGEMENT)
V TRIMESTER (Batch 2020-22)
END TERM EXAMINATION, JANUARY 2022

Course Name	Human Resource Analytics	Course Code	HR502
Max. Time	2 Hours	Max. Marks	40 MM

Instructions:

- All the questions are compulsory and carry 10 marks each.
- Q.1-3 to be done in **a fresh MS-Word file** (Arial font size 11) while **Q.4 in MS-Excel file** named after Your Name & Roll No.
- Overall Permissible Plag. is 10%, **Penalty Clause: 11-20% - Minus 5 Marks, Above 20% - Reappear.**
- Be precise and objective in your answers.

Q1. Over the last couple of years, PGS, a global sporting goods company that markets a wide range of sports products and equipment, is struggling to achieve its strategic plans. Though it has been able to touch the intended sales figures with few new assignments with global cricket associations, however, it has failed to touch the ropes when it comes to Human Resources emerging as a valued business partner. The gamut of HRP, TA, I&O, PMS, L&D, Comp. & Ben., Payroll, Employee Relations, HR Shared Services, has not delivered any strategic value but has been more traditional.

As a fresher, with a sound backdrop of HR Analytics course with good grades and contemporary certifications in HR, you are hired for an HRBP role. Your hiring is termed as conditional wherein if no significant value addition to HRM is seen, you would lose this job. The CHRO and some reps. of top management want to understand the foundations of HR Analytics at PGS.

Based on the tenet of descriptive, predictive, and prescriptive HR analytics, analyze, what can you do for the following and present your plan.

- The bigger picture of HR from HRM to SHRM using HR Analytics
- Changes you would like to make in your current HRM functions and processes
- A Blueprint for the HR Functions & Process of TA, I&O, L&D, PMS, C&B, ER, EE & HRSS

Q.2 The HR Manager of a software firm, *Telstra*, provided you with the following HR data.

Revenue for 2019-20 was INR 9000000000, Operating Cost was INR 8000000000, while Labor Cost was INR 4000000000. The average No. of FTE & PTE was 220000 and 30000. No. of Externally Recruited FTE & PTE was 30000 and 10000 while Time Taken to Hire Each FTE & PTE was 30 and 10 Hours. Opening Headcounts on 1st April, 2020 was 250000, Total No. of Promotions was 4000.

He wants you to apply the relevant HR metrics: Revenue Per FTE, Return on Human Capital, External Time Taken to Hire, and Promotion Rate. Analyze the health of the Organization, HR functions/processes with the metrics and suggest benchmarks.

Q.3 Toshiba wants to hire Sales Engineers who possess their Engineering degree preferably in Electronics & Communication for developing the business of MRI, USG machines to multi-specialty and super-specialty hospitals in Delhi/NCR. Before doing so, as an HRBP, you have been asked by the CHRO to predict the potential value of candidates. You conducted rigorous research with help of the senior management team and identified five-possible predictor variables viz. Relevant Experience, Cost to Company, Analytical Skill Score, Communication Skill Score, Marketing & Selling Skill Score assessed during the recruitment process. The below table shows the result of multiple linear regression of five independent variables for Employee Value as the dependent variable.

Variable Name	Coefficient	P-value
Intercept	-200362.64	0.001
Relevant Experience	-20819.62	0.066
Cost To Company	2.53	0.006
Analytical Skill Score	4781.36	0.053
Communication Skill Score	27301.15	0.024
Marketing & Selling Skill Score	17920.35	0.018

Considering the results at 95% confidence level, analyze the following:

- Independent variable(s) having a significant relation with Employee Value for good hiring.
- Predicted employee value of a candidate who has applied for the post of Sales Engineer with 3 yrs. of experience, demanding a salary of \$56,000. The candidate was given: Analytical Skill Score(7), Communication Skill Score(6), and Marketing & Selling Score(7) during the interview process.
- Predicted employee value of another candidate who has applied for the same post with 5 yrs. of experience, demanding a salary of \$60,000. The candidate was given: Analytical Skill Score(6), Communication Skill Score(4), and Marketing & Selling Score(9) during the interview process.
- The Logic behind the selection of the candidate. Other considerations besides "VALUE", which may improve/change your decision.

Q.4 Pink World, a unique restaurant "Only for Females", is all set to start its operations. On the basis of the estimated footfall of customers during the week (the restaurant will be open for all seven days) it estimates that on Monday through Sunday it would require a minimum of 17, 13, 15, 19, 14, 16, and 11 stewards (all female) respectively. The matrix given below depicts the stewards' roster wherein they work for 5 days a week and avail two straight days "week offs". Stewards work week starts on each day (1=Mon, 2=Tue and so on...) are highlighted green, while white cells are weekly off for them:

1	2	3	4	5	6	7

Given the number of stewards available for each day of the week, using MS-Solver, determine and analyze the number of stewards you should hire to meet the demand and do effective scheduling.
