

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM / PGDM (SERVICE MANAGEMENT)**

**V TRIMESTER (Batch 2021-23)**

**END TERM EXAMINATION, FEBRUARY 2023**

**Set - II**

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| Course Name | **Human Resource Analytics** | Course Code | **20328** |
| Max. Time | **2 Hours** | Max. Marks | **40 MM** |

**Instructions:**

1. All the questions are compulsory and carry 10 marks each.
2. Q.1-4 to be done in **a fresh MS-Word file** (Arial font size 11).
3. Overall Permissible Plag. is 10%, **Penalty Clause: 11-20% - Minus 5 Marks, Above 20% - Reappear**.
4. Be precise and objective in your answers.
5. This exam is open book. Students are required to carry one text book only.

**Q.1** Tata Power is a prestigious company that provides mobile services to its customers at a very reasonable rate and with very good connectivity. Given the economic scenario of the country, Tata Power is planning to hire more employees than last year. Being an old player in the industry, they had quality data to make more informed decisions in the recruitment and selection process. Vice-President HR Ms. Sarika is looking for some AI based algorithm to make selection decisions based on their past data. She needs to identify the important attributes to design a selection algorithm to choose the best fit candidate.

With the help of her analytics team, she listed out a few variables like, age, gender, work experience, college category, marital status, aptitude test score, applicant's academic grades (CGPA) and the distance between home-town and the posted branch. Sarika was not sure if all the attributes are equally important or not. Below are some questions that you can answer to simplify things for Sarika in hiring the right talent.

a) Develop an algorithm for choosing the right candidates based on the significant attributes. Identify statistical tools that be helpful in this situation.

b) Identify what recommendations would you provide to the management for selecting the right candidate.

**Q.2** Toyota today is criddled with quality problems. Quality was one of prime USP of this company. The problem evaluated to such a‘critical level that the company. had to recall and most 9 million cars worldwide. Obviously, this led to significant lowering of the brand value of the company, and drop in sales. John Sullivan (2010) attributes such failure of Toyota to poor HRM function of the company. Sullivan added that while hull design flow contributed to this catastrophe, the root course of the problem was human error. Human error at times caused for factors which could be beyond, the control of employees. It cascades for the actions of the senior management. People at operations level may have inadequate and poor job training. Toyota’s poor HR practices, which Sullivan classified under eight categories, attributed to such mechanical failure, causing recalling of their supplies. Such HR practices are, rewards and recognition, training, hiring, performance management process, corporate culture, leadership development and succession, retention and risk assessment. In all there HR practices, the company failed to integrate with business goals. Moreover, HR decisions were not backed’ with data, rather it was in accordance with existing system and standards hence systemic failure of management contributed to quality problems and subsequent recalling of cars, resulting several, Billion — dollar loss to the company. It clearly indicates company, lacked data-driven HR decisions.

a) Identify the major problems of the company.

b) Elaborate if Toyota could make difference with HR analytics and metrics.

**Q.3** In the recent years, with the increasing number of millennials and zillenials, the trend has been that the candidates chose the organization they want to be part of before the organizations choose them. This has revolutionized the talent acquisition strategies of any organization and as a result a fairly new concept came into existence amongst the corporate space that is employer branding. Hence, it is very important to study the impact of the relationship between Early Recruitment Activities and Employer Brand Knowledge activities of the companies and their effect on organizational attractiveness amongst the potential candidates. The below table shows the result of multiple linear regression of 2 independent variables for Organizational attractiveness as dependent variable**.**

**Table 1**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable Name** | **Coefficient** | **P-value** | **Regression Statistics** |
| Intercept | 0.983068 | 1.70871E-07 | Multiple R | 0.606714 |
| ERA | 0.778125 | 1.29112E-30 | R-Square | 0.368102 |
| EBK | 0.800844 | 5.47E-51 | R-Square | 0.525350 |

1. Considering the results at 95% confidence level, interpret the result and explain the possible reasons:

In table 2, ERA activities are given and regression analysis was run with dependent variable OA.

**Table 2**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ERA Activities | P-Value | R-Square | P-Value | R-Square |
| Publicity | 0.36 | 0.3167 | 0.28 | 0.3923 |
| Sponsorship | 0.58 | 0.89 |
| Word of Mouth | 0.00 | 0.00 |
| Advertisements | 0.064 | 0.078 |

1. Considering the results at 95% confidence level, interpret the result and identify which of the activities are significant for organizational attractiveness and candidate’s intention to join.

**Q.4** Amit who is looking for a new job and wants to put down his papers. Head HR, Smita Singh is unable to understand the cause behind this. She has started to dwell deep in the problem and understand the exit interviews’ details. She has produced some reasons and has converted them in the form of multiple statements, with options of ‘agree’ and ‘disagree’. There were 30 statements from 500 employees. To avoid overlap of data, she has used a statistical technique. Identify the technique and to understand the most significant causes of the employees leaving the organization.

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