

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
THIRD TRIMESTER (Batch 2018-20)
END TERM EXAMINATIONS, MARCH 2019

Set – II

Course Name	Human Resource Analytics	Course Code	HR301
Max. Time	2 hours	Max. Marks	40 MM

Instructions:

- c. Write your answers legibly and precisely.
- d. Don't write anything on question paper except your roll number.

Q.1 Explain the emerging needs of HR Analytics in today's contemporary organizations. How can the framework of descriptive, predictive and prescriptive HR analytics help in HR decision making, discuss with relevant business examples? **(08 Marks)**

Q.2. Evaluate various challenges being faced in the adoption of HR Analytics at organizations. How these challenges can be converted into opportunities for the success of HR Analytics in making HR, a real business partner in organizations? Explain with examples. **(08 Marks)**

Q.3 Infotech Inc. is an Indian IT firm. It is hiring for the post of IT Engineer. But before hiring anyone, company wants to predict the potential value of candidates. It conducted rigorous research with help of senior management team and identified five-possible predictor variables (independent variables) viz. Relevant Experience, Cost to Company, Analytical Skill Score, Communication Skill Score, Programming Skill Score assessed during recruitment process. Below table shows result of multiple linear regression among Employee Value as dependent variable and five independent variables.

Variable Name	Coefficients	p-value
Intercept	-210989.74	0.001
Relevant Experience	-20819.62	0.066
Cost To Company	1.13	0.006
Analytical Skill Score	4781.36	0.584
Communication Skill Score	21490.78	0.024
Programming Skill Score	17920.35	0.018

Considering above results at 95% confidence level, predict employee value of a candidate who has applied for the post of IT Engineer having experience of 3 years, demanding salary of \$ 50,000. Candidate was given skill score for analytical (7), communication (6) and programming skill(7) respectively during interview process. **(08 Marks)**

(Note: For calculations, you may use data given in coefficients column.)

Q.4 *D-Mart* has the following HR data.

- In the beginning of August *D-Mart* had 500 employees while the number of active employees on payroll were 450 at the end of the month. Employees who left in the month of August, 2010 were 35 in numbers.
- The total revenue with *D-Mart* was 50,00,000, while operating expenses were 6,00,000. The CTC of employees was estimated at 5,00,000 while benefits paid to them added upto 50,000.
- In a major recruitment drive *Aricent* hired 300 TSAs (Technical Support Associates) for its US process. The cost that they incurred in the drive were; Advertising 1000, Agency 7000 (upon successful probation of atleast 100 TSAs), Employee referrals 1000, Recruiters Incentives 2000.
- A safety programme for training 25 safety staff, costs the company Rs. 2,50,000 to develop and implement. One year later there had been a small decrease in accidents, saving the company a total of Rs. 1,00,000.

After carefully analyzing the data and applying descriptive analytics tool "HR Metrics" calculate the following and reflect on the results; **(4x4 = 16 Marks)**

- a. ETOR
- b. HCROI
- c. CPH
- d. ROTI