Question Paper Code	12297

MBA - DEGREE EXAMINATIONS, NOV / DEC 2023
Third Semester
Master of Business Administration
20MBHR307 – PEOPLE ANALYTICS
(Regulations 2020)

Duration: 3 Hours   Max. Marks: 100

PART - A (10 × 2 = 20 Marks)
Answer ALL Questions

		Marks, K-Level, CO
1.	Recall the purpose of People Analytics.	2,K1,CO1
2.	Compare and Contrast HRIS and HRM.	2,K2,CO1
3.	Compare Talent Souring Analytics and Talent Acquisition Analytics.	2,K2,CO2
4.	Compare and Contrast Halo effect and Horns effect.	2,K2,CO2
5.	Articulate the importance of Employee Engagement.	2,K1,CO3
6.	Record the formula to calculate Employee Retention Rate.	2,K1,CO3
7.	Illustrate the 9 box Grid model.	2,K2,CO4
8.	Appraise the importance of Attrition Score.	2,K2,CO4
9.	Compare Acute Stress and Chronic Stress.	2,K2,CO5
10.	Infer Strategic Leader Development.	2,K2,CO5

PART - B (5 × 13 = 65 Marks)
Answer ALL Questions

11.	a)	Illustrate the analytical framework models.	13,K2,CO1
		OR	
	b)	Explain the various HR metrics.	13,K2,CO1

12.	a)	Explain the key components Workforce Planning Analytics.	13,K3,CO2
		OR	
	b)	Evaluate the types of Selection Bias and identify the ways to overcome it.	13,K3,CO2

13.	a)	Illustrate onboarding metrics with examples.	13,K3,CO3
		OR	
	b)	List the models to evaluate effectiveness of training and development and explain them.	13,K3,CO3

K1 – Remember; K2 – Understand; K3 – Apply; K4 – Analyze; K5 – Evaluate; K6 – Create   ***12297***

14. a) Evaluate the methods to optimize Promotion Decisions.   *13,K4,CO4*

OR

   b) Explain the stages of Analytical Performance Management.   *13,K4,CO4*

15. a) Determine the need of mediation and the steps in mediation process.   *13,K4,CO5*

OR

   b) Evaluate the steps in implementing Succession Planning.   *13,K4,CO5*

PART - C (1 × 15 = 15 Marks)
Case study (Compulsory)

16. a) **Case Study on Talent Acquisition**   *15,K3,CO5*

   The Client:
   Our client was a tech start-up that was now ready to scale their operations in Ireland and in the US. They had no recruitment strategy in place and had been using a number of recruitment agencies in Dublin and Los Angeles. The agencies would deal directly with senior hiring managers, usually the CTO or CEO.

   The Problem:
   There was no defined recruitment process. The hiring managers were extremely busy and the external recruiters were consuming a lot of their time with repeated questions, poor quality CVs, poorly briefed candidates at interview, mismatched expectations of candidates etc. As a result, the hiring managers became disengaged and the hiring process often stalled. Some roles remained unfilled for over 12 months. There was a high ratio of offers declined. Some poor hiring decisions were made out of desperation. The attrition rate was higher than average due to poor hires. Employer branding was negligible. The cost of recruitment was hugely inflated. Not just due to high fees but also higher attrition and lower productivity with unacceptable "time to hire" statistics. Recommend solutions with outcomes for the case study.