

MBA - DEGREE EXAMINATIONS, NOV / DEC 2025

Third Semester

**Master of Business Administration
24MBHR307 - PEOPLE ANALYTICS**

Regulations - 2024

Duration: 3 Hours

Max. Marks: 100

PART - A (10 × 2 = 20 Marks)

Answer ALL Questions

	<i>Marks</i>	<i>K- Level</i>	<i>CO</i>
1. Recall the features of People Analytics.	2	K1	CO1
2. Name the tools used in Prescriptive Analytics.	2	K1	CO1
3. What is Talent Data?	2	K1	CO2
4. Define Talent Sourcing.	2	K1	CO2
5. List the stages in the On boarding process.	2	K1	CO3
6. Relate Nonmonetary recognition with Employee Engagement.	2	K2	CO3
7. Infer the term '9 Box Grid'.	2	K2	CO4
8. Rephrase 'Attrition Score'.	2	K2	CO4
9. Compare and Contrast Internal and External succession planning.	2	K2	CO5
10. Interpret the meaning of 'Responsible Investment'.	2	K2	CO5

PART - B (5 × 13 = 65 Marks)

Answer ALL Questions

11. a) Explain the functions of HRIS in detail.	13	K2	CO1
OR			
b) Illustrate HCM model for an Organization facing employee issues in performance appraisal.	13	K2	CO1
12. a) Summarize the steps in Work Force Planning Analytics.	13	K2	CO2
OR			
b) During an interview, a manager gives higher ratings to candidates who graduated from the same college as her, assuming they will perform well. Outline the type of selection bias in this scenario and suggest ways to overcome it.	13	K2	CO2
13. a) Make use of the stages of onboarding to show their role in enhancing employee engagement and productivity in a multinational corporation (MNC).	13	K3	CO3

OR

b) Apply Kirkpatrick's Four-Level Training Evaluation Model and Phillips ROI Model to assess the effectiveness of a training program designed for employee skill enhancement. 13 K3 CO3

14. a) Examine the different performance metrics used by organizations for streamlining Performance Management. 13 K4 CO4

OR

b) Analyze the various Proactive Talent Retention Models. 13 K4 CO4

15. a) Assess the process involved in implementing succession planning. 13 K5 CO5

OR

b) Evaluate the strategies for managing stress in the workplace. 13 K5 CO5

**PART - C (1× 15 = 15 Marks)
(Compulsory)**

16. A large multinational IT company has recently been experiencing a significant rise in attrition among its mid-level managers, a trend that is beginning to affect overall business performance. These managers play a crucial role in coordinating projects, guiding teams, and ensuring smooth client delivery. However, over the past year, their sudden and frequent exits have led to project delays, missed deadlines, and growing dissatisfaction among key clients. 15 K5 CO5

In the last three months alone, the organization has recorded an 18% increase in client complaints, many of which highlight issues such as inconsistent project leadership, lack of timely communication, and reduced service quality. Operational leaders attribute these issues to the unexpected departure of managers who were handling critical accounts and large cross-functional teams.

Preliminary exit interview data indicates that managers feel there are limited career development opportunities, unclear pathways for growth, and inadequate recognition for their contributions. Several managers reported that despite meeting performance expectations, they did not receive mentorship, promotions, or challenging assignments that would help them advance in their careers. Additionally, the latest employee engagement survey reveals declining morale, particularly among mid-level leaders, who cite concerns such as lack of transparency in promotion policies, insufficient appreciation, and reduced autonomy in decision-making.

Although the company has invested heavily in digital HR systems, including performance dashboards, learning management systems, and employee self-service portals, it has not effectively leveraged HR analytics to interpret patterns, predict attrition, or design targeted retention strategies. Senior leadership is now concerned about the long-term implications of losing strong managerial talent, including

decreased productivity, rising recruitment costs, and damage to client trust. As a result, they are seeking data-driven insights to diagnose the root causes, strengthen managerial engagement, and develop sustainable retention interventions to ensure business continuity and long-term organizational stability.

Questions

1. What key HR data should be collected and analyzed to identify the reasons for high attrition among mid-level managers?
2. Suggest the types of HR analytics that can be applied to understand and address this issue effectively.