

School of Business

Department of Business

Mid Term Examination

Exam Date: 30 Sep 2023

Time : 90 Minutes

Marks : 50

Sem IX - MSB21T2001 - HR Metrics and Analytics

Your answer should be specific to the question asked

Draw neat labeled diagrams wherever necessary

- 1) The role of HR has changed over time. Summarize the statement K2 (2)
- 2) What are the three perspectives commonly referred in HRM? K1 (3)
- 3) Summarize the key drivers of employee engagement. K2 (4)
- 4) When cross-functional teams come together with different views and opinions, something innovative and creative comes out of such collaborations. Interpret this statement with examples. K2 (6)
- 5) Identify, how can organizations leverage HR analytics effectively? K3 (6)
- 6) Identify different types of HR analytics and their phases with relevant example of each phase. K3 (9)
- 7) Distinguish between predictive and prescriptive Analytics. K4 (8)

- 8) Scenario: XYZ Inc. is a fast-growing technology company that has been experiencing significant expansion over the past few years. The HR department is tasked with forecasting the company's future workforce needs to ensure they have the right talent in place to support the organization's growth. Question Discover how HR forecasting can help XYZ Inc. anticipate their future workforce requirements and align HR strategies with their business goals. K4 (12)

OR

Strategic HR Analytics—Lessons from Walmart Walmart today with the sales revenue of USD 482 billion is managing 22 lakh employees and 260 lakh customers, spreading across 28 countries and sustaining over half a century. The company manages its human resources with a data-driven decision-making process, and hence, the use of HR analytics is more a legitimate requirement. For example, workforce planning systems in Walmart are so designed today that Walmart managers can assess the overall impact on sales revenue with even one hour engagement of a headcount at the store level. With HR analytics the company not only manages its HR operational issues with the forward-looking approach but can even significantly improve the culture of innovation in the workplace. Today, the company is able to assess what needs to be measured in human resources and how the same could be measured, and what could be the actionable strategies (based on the measurement results) for achieving the business objectives. Walmart considers its HR analytics as strategic analytics and it encompasses all the functions as follows:

1. Assessment of business needs
2. Establishment of logic for the business needs
3. Review of relevant data availability both within and outside organizations
4. Collection of additional information
5. Identification of commonalities across various data sets
6. Framing strategy and action plans for implementation.

Strategic HR analytics in Walmart build actionable insights which influence the decision-making process in human resources. Actionable insights have both quantitative and qualitative workflows. Quantitative workflows are broken into data, exploratory analysis and statistical models. Qualitative workflows encapsulate employees' (Walmart calls them associates) voice (focus group discussions, engagement surveys and so on), market research information, inputs from advance research and others. Actionable insights get further reinforced when quantitative and qualitative workflows are integrated. This helps Walmart's human resources to come out with actionable strategies. Walmart's strategic HR analytics rest on four pillars which are capable of modelling and data mining, research and social media data integration, visualization and building prototype and finally, testing and learning. Each pillar is taken care of by a dedicated team of professionals, who continuously strive for improving strategic HR analytics in line with the business goals. More thrust is given on understanding employees' capabilities, drawing actionable strategies to manage employee turnover, absenteeism, leadership development and so on. Strategic HR analytics of Walmart is supported by SAS, Alteryx, Tableau and SPSS. Question: Based on this case study, list out the essential features of strategic HR analytics of Walmart.