

ADMISSION NUMBER									

## School of Business

Integrated Bachelor of Business Administration - Master of Business Administration  
Semester End Examination - Nov 2023

Duration : 180 Minutes  
Max Marks : 100

### Sem IX - MSB21T2001 - HR Metrics and Analytics

General Instructions

Answer to the specific question asked

Draw neat, labelled diagrams wherever necessary

Approved data hand books are allowed subject to verification by the Invigilator

- 1) Define HR Metrics and HR Analytics, highlighting the difference between them. K1 (2)
- 2) Summarize the cautions and benefit of Qualitative Analysis (Interviews). K2 (4)
- 3) Explain the key data sources that HR departments should consider for predictive analytics in making informed HR decisions? K2 (6)
- 4) Identify generic future HR skill sets and knowledge that HR professionals should develop to stay relevant and thrive in the evolving workplace? K3 (9)
- 5) Identify 5 aspects of HR Analytics? K3 (9)
- 6) Explain how can HR teams ensure that the data used for predictive analytics is of high quality and reliable? K5 (10)
- 7) Discuss, how can HR analytics enhance HR professionals' ability to measure the return on investment (ROI) of HR initiatives and programs? K4 (12)
- 8) "Explain 3 statistical modelling for HR research and HR decision/making. " K5 (15)
- 9) Explain the steps involved in designing a HR scorecard. K5 (15)

- 10) HR Scorecard of Verizon With 173,300 employees, the US-based communications major Verizon today operates from 150 countries. One of the topmost companies in diversity inclusive employment practices, Verizon built its HR scorecard keeping pace with its business strategies. To ensure an HR scorecard encapsulates compelling strategic and critical business issues, Verizon had prepared its own checklists with series of questions. The process of HR scorecard development was started by the company well before 1998, primarily to articulate how HR activities can be aligned with the business strategy. Since then, the company continues with its HR scorecard development process building some measurement indicators for understanding human resources' contribution to business strategies. In between, Verizon's business landscape was changing from monopoly to competition, which required the total transformation of the business process. Some of the issues that influenced organizational transformation, in addition to transition from monopoly to competition, were as follows: technology, stakeholders' interest, new market opportunities, increasing customers' expectations, mergers and acquisitions, challenge of talent attraction and retention and so on. All these changes, the company felt have people dimensions; hence, they need to be addressed with people-imperative strategies. The process of development of an HR scorecard started with the assessment of skills and competencies so as to know what would be the requirements for the present year and for 3–5 years down the line. The leadership development process was accelerated with the identification of potential future leaders and building their capabilities for future leadership roles. For this purpose, the company segmented its competency development programme in three different types: current, enhanced and new. Current competencies are those that already exist. Enhanced competencies are those that exist but require sharpening. New competencies are those which are required for future leadership roles. Such competency requirements have been tabulated for better clarity in the following table: With such stratification of competencies, the company meaningfully developed a scorecard in alignment with its business and strategies. Question: Emulating the example of Verizon, Propose the case of a large manufacturing organization (chosen by you) in designing a business-focused HR scorecard for some identified new set of competencies. With such stratification of competencies, the company meaningfully developed a scorecard in alignment with its business and strategies. Question: Emulating the example of Verizon, illustrate the case of a large manufacturing organization (chosen by you) in designing a business-focused HR scorecard for some identified new set of competencies.