

BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE, PILANI
FIRST SEMESTER- 2023-2024

MPBA G534 –People Analytics
Midterm Examination- Close Book

Max. Marks: 30
Weightage: 30%

Date: 11/10/23 (AN)
Time: 90 minutes

All questions are compulsory. Answers must be specific to the questions given. You may use bulleted points and underline keywords for clarity. Answers of a section must be written together. Emphasize quality not quantity while answering.

1. How a KPI differs from a metric? Explain with a suitable example. **[2 marks]**
2. Discuss LAMP framework. **[4 marks]**
3. If a company has set forth its HR deliverable to be ‘recruitment efficiency’. Describe the atleast three KPIs that will be useful in this case. **[3 marks]**
4. The HR Department of Royal Whites Ltd. received the requisition from the top management for recruiting one Manager, Risk Analytics on 20th June, 2019. Soon, the recruitment team got into action, and after a series of interviews with several prospects, the team alongwith the hiring manager finally shortlisted a candidate and rolled out an offer to the candidate on 05th September, 2019. The candidate accepted the offer letter on 10th September, 2019 and he finally joined the organization on 15th November, 2019. You are required to calculate: **[3 marks]**
(a) Time to Fill
(b) Time to Hire
5. A company Tobies Technologies Ltd. is facing a high attrition in their Product development team. over the past two quarters. The team comprised of 58 employees back in September 2022, which drastically went down to 32 employees by July 2023. The CEO, Jude Ramos, instructed the People Analytics department to identify the key factors resulting in such a high attrition. There are 5 more employees who have already resigned and serving notice period.
The table below shows the demographic data of the 26 employees left the company.

| Demographic details | | Numbers |
|----------------------------|--------|----------------|
| Gender | Male | 14 |
| | Female | 10 |
| | Others | 2 |
| | | |
| Age -group | 20-29 | 18 |
| | 30-39 | 4 |

| | | |
|------------------------------|----------------------|----|
| | Greater than 40 | 4 |
| | | |
| Job role | Managerial | 10 |
| | Team member | 16 |
| | | |
| Tenure in the company | 0-2 years | 14 |
| | 2-4 years | 8 |
| | Greater than 4 years | 4 |

You being the Senior Analyst in the People Analytics department is entrusted to carry out this assignment, and brief the CEO on the following points- **[2*5=10 marks]**

Attempt any five from the following questions

- Identify the key metrics (for talent retention or attrition) that will be useful to examine this attrition
- To design a dashboard, what charts, graphs you will use, in the given scenario?
- What specific questions you will ask as part of exit interview to employees on notice period?
- What are the additional data points you want to capture for carrying out attrition analysis?
- What specific question you will ask to the managers of employees (who left) to identify the root cause of the attrition.
- Considering employee retention as the leading indicator, what potential lagging indicators you think will be useful here.

6. In 2020, the HR team of Los Blancs Bank (LBB) had developed what they believed had shown to be the important competencies of their leaders. They advertised a set of competencies that are displayed in their “Leadership Development Framework” However, as the People Analytics group grew in size, they realized in 2021 that they could run a complementary data-driven initiative called the “Leadership Development Intervention.” People Analytics could use internal LBB data to empirically identify what the competencies of effective leaders are, to identify who might or might not be an effective leader, and to help those leaders who could benefit from coaching.

The Leadership Development Intervention began by using the Employee Pulse Survey (EPS) in a new way. HR chose a subset of 15 questions from the EPS in which direct reports evaluated their team leads on effectiveness. HR then used that data to rank leaders. Those EOS questions fell into three subcategories:

- Driving Results
- Supporting employee development
- Strengthening Partnerships & Relationships

In these questions, employees were asked to indicate the degree of their agreement (on a

scale of 1 to 5, where 1 means strongly disagree and 5 is strongly agree) with statements such as: “I have the information, tools and resources I need in order to achieve my goals” (Driving Results); “My teal lead helps me find opportunities for professional growth and development” (Supporting employee development); and “Differing opinions are openly discussed in reaching decisions in my unit” (Strengthening Partnerships & Relationships). People Analytics used answers to these 15 questions to develop an overall Leadership Effectiveness Index for each manager.

Once the Leadership Effectiveness Index was calculated for each team lead, the leaders were placed into four quartiles based on their Index. The bottom quartile was the group of leaders who most needed development (such as coaching or training) or perhaps those who would not be helped by such interventions and should be moved into non-managerial roles. To choose the specific leaders from the bottom quartile whom HR would either put in development programs or re-assign, HR also looked at some context, including tenure in a management role and whether a leader entered a challenging or turn-around situation. For example, if a leader had not improved over time with tenure, perhaps he or she did need to move to another role.

Accordingly, for the lower bottom quartile leaders, a leadership program was designed aiming at enhancing the specific competencies of the leaders in which they were lagging behind.

Questions:

[8 marks]

- a) Which statistical test you will use to investigate the difference in leadership effectiveness after the training program? [1 mark]
- b) Determine two metrics that should be developed to examine the leadership effectiveness of the team leads. [2 marks]
- c) Considering the way LBB gathered data to assess the team leads’ effectiveness, recommend an alternative means to collect data for this initiative. [2 marks]
- d) Enumerate two data sources for such leaders, which may be equally important in this situation. [2 marks]
- e) Identify the type of analytics maturity model followed by LBB, in this situation. [1 mark]

(All the best!)