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

MPBA G534 –People Analytics
End term Examination- Close Book

Max. Marks: 40   **Date:12/12/23 (AN)**
Weightage: 4o%   **Time: 03 hrs**

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.

Question 1   **[4*1= 4 marks]**

1a. Which of the following is not included in the Kirkpatrick's model of training evaluation?
A. Level 1—Reactions
B. Level 2—Learning
C. Level 3—Impact
D. Level 4—Efficiency

1b. Which of the following is the primary goal of HR Analytics?
A. Automating HR tasks
B. Improving employee engagement
C. Enhancing employee training programs
D).Making data-driven HR decisions

1c. Indicate, which of the following is not true for Root cause analysis?
A. Identifies root causes of the problem
B. It is quantified using the square root of the problem algorithm
C. Identifies the basic reasons attributable to the problem
D. Helps in decision-making

1d. Which is not true?
A. Establishment and sustainability of a competitive advantage rests on the organization's ability to determine, develop and nurture core competences, which is defined as collective learning in an organization.
B. To visualize nominal data, once can use a pie chart or a bar chart.
C. Gamification emphasizes providing value and autonomy to employees
D. None of these

2. Discuss two positive outcomes for the following employee-related aspects you can suggest to your leadership while making a business case for them to invest in people management practices. Select any two of the following and mention two outcomes for each.

   - Employee Engagement
   - Diversity, Equity and Inclusion
   - Employee Happiness and Well-being   **[3 marks]**

3. List down any three metrics that can be used to track and measure productivity and performance of employees working in a manufacturing organization producing computer accessories. **[2 marks]**

4. Daniel is the HR Manager at a multinational sports management company. He had implemented a practice that employees could work-from-home for 10 days a month, in a bid to enhance employees' work-life balance. Which statistical technique you will suggest to Daniel to investigate whether WFH policy has any effect on work-life balance? **[2 marks]**

5. Consider you are working as a Lead Analyst-HR in an IT organization. You are being asked by the leadership team to design an employee engagement initiative in order to increase the current level of employee retention. Answer the following- [**3 marks**]

   a. Explain how you will collect data for the proposed research.
   b. How will you analyze data and draw inferences?
   c. While you answer this, also furnish the rationale for selecting the data and analytical technique.

6. Cabellos Inc. has the following historical HR data. They want to use HR metrics to describe the health of HR functions/processes and enhance their efficiency levels. Apply relevant HR metrics, reflect on the findings w.r.t. benchmarks and suggest corrective measures. **[8 marks]**

Particulars	Benchmark
The company has over 1000 employees at its Delhi office. For the month of November, the number of employees absent recorded were 550. It had 1003 active employees on Nov. 1, 2023 while this number got reduced to 453 at the end of November, 2023. The co. was open for 30 working days in the month of November. Measure the Absence Rate.	2%
The total revenue of the company was INR 50,00,000, while operating expenses were INR 6,00,000. The CTC of employees was estimated at INR 5,00,000 while benefits paid to them added upto INR50,000. Measure ROl on Human Capital	7
The company received 240 applications from a headhunting firm. From those, only 120 candidates could qualify to Screening Calls. Then, 30 were given a Sales Assignment. Next, only 15 were invited to Prelim. Interview out of which 05 went through to Final Interview and finally 01 candidate received the offer. Measure Yield Ratios at each stage (given) of the recruitment	Min. & Max Conversion Yield
Out of its 1050 employees (1000 FTE). Helena, the company's HR Manager is concerned over the pressure on HR to perform, resulting in high workload than there are people to bear it. The current HR team consists out of 15 people (13 FTE) and Helena wants to make a case for more HR hiring budget. Measure HR to Employee Rate to help her benchmark and '-' request for more manpower to HR team.	2-3% .

7. A company has the following HR strategy "We want to provide the highly creative and highest-skilled employees for all our business departments and support a culture of collaboration and innovation between each department and all employees".
Based on the aforenoted HR strategy, develop the HR scorecard encompassing the financial, internal customer, HR internal processes, and learning and growth perspectives. Based on the strategic objectives, you may also suggest KPIs. **[5 marks]**

HR Strategy map		HR Scorecard KPI
Financial		
Internal customers		
Internal HR processes		
Employee learning and growth		

8. Based on the given employee data of MicroLabs Ltd., develop business insights on the impact of given factors on employee performance rating. (Identify 4-5 key business insights regarding employee performance) **[5 marks]**

Employee engagement rating of 1= poor, 5= excellent
Performance rating of 1= poor, 5= outstanding

Employee id	Job function	Manager	Tenure in company (years)	Engagement score (1-5)	Performance rating (1-7)
1	Sales	David	3	1	2
2	IT	Tom	2	1	2
3	Accounts	Henry	4	2	5
4	Logistics	Luka	4	4	6
5	HR	Diaz	1	1	2
6	Sales	David	2	2	4
7	Sales	David	6	3	3
8	HR	Diaz	8	3	2
9	Logistics	Luka	5	3	5
10	HR	Diaz	3	3	4
11	Sales	Toni	4	1	1
12	Accounts	Henry	1	1	2
13	Sales	Toni	3	2	2
14	Logistics	Luka	8	5	7
15	HR	Diaz	11	5	
16	Accounts	Henry	3	3	5
17	Accounts	Henry	4	2	2
18	IT	Tom	5	3	3
19	IT	Eder	3	4	5
20	IT	Eder	2	3	6

Case study

What is the key component that supports an organization's value and performance but is often missing from financial reporting? The answer is *Human Capital Management*. Traditional financial measures such as revenues, profitability, and stock price are crucial as companies aim to optimize value for their shareholders. However, progressive businesses understand that certain crucial aspects of human capital should receive additional consideration when assessing a company's total value and potential.

Workplace culture, learning initiatives, leadership, succession planning, and employee engagement are all important yet intangible workforce investments that yield long-term returns. A company's most valuable resource is its skilled and motivated workforce. A growing number of innovative Organizations are realizing that people's power must also be quantified. Surveys, talent analytics, and leadership evaluations all shed light on the state and potential of human capital. Because without measurement, it is impossible to manage. For a more comprehensive and balanced picture, it is desirable to include human capital measurements in standard financials. To achieve long-term success, people are just as crucial as money.

Human resources serve as the bedrock of effective organizational management and remain an important ecosystem in any organization. As per a recent report, the global Human Capital Management (HCM) market was valued at USD 26.63 billion in 2022 and is projected to grow from USD 28.86 billion in 2023 to USD 53.61 billion by 2030, exhibiting a CAGR of 9.2% during the forecast period. In a dynamic sector like BFSI, companies continue to face issues such as remote workforce management, change management, the implementation of automated HR processes, and digital dexterity. Implementation of digital tools and bridging skill developments continues to be a lingering issue, as those have not been used to the fullest.

Overall, "There is a historical emphasis on tangible assets, making it challenging to underscore the significance of human capital", said Shailesh Singh, Senior Director and Chief People Officer at Max Life Insurance

Questions:

9a. What do you think are the underlying causes for this gap in reporting on human capital in BFSI sector in India?   **[4 marks]**

9b. Discuss three effective strategies or initiatives that BFSI companies can take to address the challenge of integrating human capital into financial reporting.   **[4 marks]**

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(ALL THE BEST)