

**Birla Institute of Technology & Science, Pilani**  
**Work Integrated Learning Programmes Division**  
**First Semester 2022-2023**

**Comprehensive Examinations**  
**EC-3 Regular**

Course No. : BA ZC425  
Course Title : HR Analytics  
Nature of Exam : Open Book  
Weightage : 45%  
Duration : 2 ½ Hours  
Date of Exam : 26/11/2022 (Evening)

No. of Pages	= 3
No. of Questions	= 3

**Note to Students:**

1. Please follow all the *Instructions to Candidates* given on the cover page of the answer book.
2. All parts of a question should be answered consecutively. Each answer should start from a fresh page.
3. Assumptions made if any, should be stated clearly at the beginning of your answer.
4. Please use the excel sheet as the data and SPSS/Excel software for computing the output.
5. Refer to Sheet 1 and Sheet 2 in BA ZC425 Mid Semester Test

Q.1Set. (A) Your boss has asked you for evidence that shows the link between employee attitudes, such as job satisfaction, commitment, and engagement, and both individual and organizational outcomes. In other words, convince him that attitudes matter. What sort of evidence might you present? [15]

Q.1Set. (B) What kind of returns (monetary/non-monetary) for the following areas/practices you can suggest to your leadership while making a business case for them to invest in people/HRM? List down some of the outcomes that you would measure/assess to perform the ROI analysis (for investment under each of these practices/area).

- Employee Engagement
  - Diversity, Equity and Inclusion
  - Employee Happiness and Well-being
- [15]

Q.2Set. (A) List down any three metrics that can be used to track and measure the following:

- Recruitment and Selection
  - Employee Turnover Analysis
  - Productivity and performance
  - Absenteeism
- [10]

Q.2Set. (B) List down any three metrics that can be used to track and measure the following:

- Employee Happiness
  - Training and development
  - Employee engagement
  - Talent Management
- [10]

Q.3Set. (A) Frame 10 business questions that you would like to explore using the data on the following list of variables. The given list of variables is related to training effectiveness analysis [20]

Sub Factor	Question
Motivation/ personal capacity to transfer	When I leave training, I can't wait to get back to work to try what I learned
	I believe that I am empowered to make the desired changes in the work environment, that are under my control
	There is too much happening at work right now for me to use this training
	My workload allows me time to try the new things I have learned
Sub Factor	Question
Participant personality profiling	I am sure I can overcome obstacles on the job that hinder my use of new skills or knowledge
	I believe that other people at workplace play a big role in determining whether my condition improves, stays the same, or gets worse
	The type of help I receive from other people at workplace determines how soon my condition improves
	My job performance improves when I use new things that I have learned
Sub Factor	Question
Manager Support	My line manager meets with me regularly to work on problems I may be having trying to use my training
	My line manager thinks I am being less effective when I use the techniques taught in this training
	My line manager sets goals for me which encourage me to apply my training on the job
	My line manager is not sufficiently inspiring me by role-modelling (walking the talk) the new behaviors
Sub Factor	Question
Processes/ systems	My workplace empowers me to make the desired changes in the work environment, that are under my control
	My current work processes/ systems allow me to use the skills I acquired in the training
Sub Factor	Question
Implementation of Learning	I listen to my customers (both internal and external) more actively to understand their requirements
	I demonstrate 'can-do' attitude towards my customers (both internal and external)
	I take proactive approach in gathering the information to meet the deliverables
	I take ownership and act in a more responsible manner to ensure that the solution is delivered as per the agreed timelines to the end customer
	I respond to my customers' queries promptly
	I always put myself in customers' shoes to understand their needs

Q.3Set. (B) Frame 10 business questions that you would like to explore using the data on the following list of variables. The given list of variables is related to training effectiveness analysis [20]

Sub Factor	Question
Motivation/ personal capacity to transfer	When I leave training, I can't wait to get back to work to try what I learned
	I believe that I am empowered to make the desired changes in the work environment, that are under my control
	There is too much happening at work right now for me to use this training
	My workload allows me time to try the new things I have learned
Sub Factor	Question
Participant personality profiling	I am sure I can overcome obstacles on the job that hinder my use of new skills or knowledge
	I believe that other people at workplace play a big role in determining whether my condition improves, stays the same, or gets worse
	The type of help I receive from other people at workplace determines how soon my condition improves
	My job performance improves when I use new things that I have learned
Sub Factor	Question
Training Design	The trainer(s) used lots of examples that showed me how I could use my learning on the job
	The way the trainer (s) taught the material made me feel more confident I could apply it
	The training content had the right focus on the topic to achieve the desired objective
	The training atmosphere was one of openness and trust
Sub Factor	Question
Peer support	My colleagues appreciate me using new skills I have learned in training
	My colleagues collaborate and support me better in fulfilling my commitments (where there is an interdependency)
	My colleagues understand the sense of urgency (where there is interdependency)
Sub Factor	Question
Processes/ systems	My workplace empowers me to make the desired changes in the work environment, that are under my control
	My current work processes/ systems allow me to use the skills I acquired in the training
Sub Factor	Question
Implementation of Learning	I listen to my customers (both internal and external) more actively to understand their requirements
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