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Paper Code: MB401H

Mid- Semester (NOC) Examination 2025

Course- MBA, Semester IV
HR Analytics

Time: 1 Hour 30 Minutes

MM: 50

Note:

- (i) This question paper contains two Sections – **Section A and B**.
- (ii) Both Sections are Compulsory.
- (iii) Instructions to attempt a question are mentioned against it.
- (iv) Total marks assigned to each question are ten.
- (v) Section B i.e. Question 5 relates to Case Study and carries twenty marks.

Section A

Q1. (Attempt any two questions of choice from a,b,c) (5x2= 10 Marks)

- a) Reviewing HR functions from different perspectives, explain how HR analytics can ensure value addition to HR department. **[CO2]**
- b) Explain the changing roles, duties and responsibilities of HR managers. **[CO1]**
- c) Prepare a case for the legitimacy of HR analytics in managing today's HR functions in organizations. **[CO3]**

Q2. (Attempt any two questions of choice from a,b,c) (5x2= 10 Marks)

- a) Discuss how HR can give sustainable competitive advantage to an organization. **[CO1]**
- b) What is predictive analytics? Is it different from HR analytics?**[CO2]**
- c) Identify how HR analytics can help in business and strategic decision-making with specific reference to any organization? **[CO4]**

Q3. (Attempt any two questions of choice from a,b,c) (5x2= 10 Marks)

- a) Explain the concept of HR analytics. How does it help in HR decision-making?
[CO2]
- b) Indicate one critical HR function which can be effective with HR and predictive analytics. Develop your answer with specific reference to an organization.**[CO4]**
- c) Recommend steps that an organization must follow to implement HR analytics.
[CO2]

Section B

Q4. Case Study. **[CO5]** **(20 Marks)**

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:

- a) Assessment of business needs
- b) Establishment of logic for the business needs
- c) Review of relevant data availability both within and outside organizations
- d) Collection of additional information
- e) Identification of commonalities across various data sets
- f) 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.