



Term Evaluation (Even) Semester Examination March 2025

Roll no.....

Name of the Course: MBA
Semester: 4th
Name of the Paper: HR Analytics
Paper Code: MB 401-H
Time: 1.5-hour Maximum Marks: 50

Note:

- (i) This question paper contains two Sections - A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 5 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

Section A

- Q1. (2X5 = 10 Marks)
- a. Explain the concept of analytics and how its different to analysis? (CO-1)
 - b. Apply the concept of predictive analytics and highlight its techniques in HR. (CO-2)
 - c. 'Steps to implement HR analytics critically depends on data collection. Draw a construct showing the entire implementation plan. (CO-2)

- Q2. (2X5 = 10 Marks)
- a. Critically analyze the role of HR Analytics in Business goal alignment. How a data analyst can enhance business productivity? (CO-3)
 - b. Design a Data Analyst's job role keeping predictive analytics in mind. How department can arrange and systematize the data collection to analysis stage? (CO-3)
 - c. Explain various HR Analytics models and their applications. (CO-1)

- Q3. (2X5 = 10 Marks)
- a. Critically highlight the role of HRIS in analytics. (CO-3)
 - b. Design a model for a data analytics for a small manufacturing company. (CO-3)
 - c. Explain how HRIS improves the operational process of organization. (CO-2)

Section B

- Q5. Case Study (20 Marks)

APPLE', Cupertino, California

CEO and co-founder Steve Jobs is synonymous with Apple. Fired from Apple in 1985, Jobs founded NeXT Computer, bought the Graphics Group from Lucas film and transformed it into Pixar Studios, and then returned to Apple as CEO in 1995. In his absence, Apple lost billions and its share of the personal computer market dropped from 9% to 2%. Jobs saved Apple by procuring a \$150 million investment from Bill Gates of Microsoft, and launched iMac, a desktop machine that became one of Apple's leading sellers. Most importantly, though, Jobs directed the development of Apple's new operating system, OS X, an operating system that is speedy, simple to use, incredibly stable, and easy to write software for. OS X, in combination with easy-to-use software for film and picture editing, desktop publishing, presentations, and word processing, stabilized Apple's sales and market share and put it in a financial position to eventually create the iPod, the iPhone, the iPad, and now iCloud. Today, Apple's 10% share of the personal computer market is growing; it has a large market share in smart phones, and a commanding market share in tablets and digital music. Furthermore, its combined stock value is greater than Intel and Microsoft combined.



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Jobs was known for his highly demanding and influential leadership at Apple. When Apple's Mobile-Me service (which synchronized calendar and email and files across Macs, iPhones, and corporate networks) launched to terrible reviews and buggy performance, he berated the MobileMe team, telling them, "You've tarnished Apple's reputation. You should hate each other for having let each other down." He named a replacement manager on the spot. The data the team fed into the computer was shabby, unorganized and heavy in loading time. Jobs was particularly upset about seeing the data loading time. He once said the modern time is running short of time so we have to create such a system that will work wonder within seconds if not minutes.

Jobs was able to inspire Apple's managers, software engineers, and designers to create elegant, simple, innovative products. Jeff Robbin, Apple's lead software designer for iTunes and the iPod said, "I remember sitting with Steve and some other people night after night from nine until one, working out the user interface for the first iPod. It evolved by trial and error into something a little simpler every day. We knew we had reached the end when we looked at each other and said, 'Well, of course. Why would we want to do it any other way?'"

Apple's future is bright, but Jobs' health was a concern. In 2004 and 2009, he took medical leaves due to pancreatic cancer, a liver transplant, and an inability to maintain weight. In January 2011, he announced his 3rd medical leave, telling Apple's 50,000 employees, "I love Apple so much and hope to be back as soon as I can. In the meantime, my family and I would deeply appreciate respect for our privacy." In October 2011, Jobs died, one month after handing the CEO job to long-time COO, Tim Cook.

Now Apple watches and wonders should Cook focus more on managing or leading Apple? Jobs was at the center of all of Apple's key decisions over the last decade and a half. Jez Frampton, group CEO of Interbrand says, "Now the worry is the organization has to rewire itself and learn how to make decisions on its own. Basis on data analytics and prudence" Should Apple become more participative, involving more managers and employees, or continue to use Jobs centralized approach to decision making, which was less participative and highly influenced by the founder and former CEO?

Q.1 Explain how organizational policy was towards data analytics. (CO-1)

Q.2 Comment on these issues and how they are going to help the company to push forward for a more modern and data centric company. (CO-2)