



End Term (Odd) Semester Examination November 2025

Roll no.....

Name of the Course and semester: MBA-III rd Semester

Name of the Paper: HR Analytics

Paper Code: MBA 303-HR-4

Time: 3 hour

Maximum Marks:

100

Note:

- (i) This question paper contains two Sections-Section 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 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

Section A

Q1. (2X10=20 Marks)

- a) Define HR Analytics. Discuss its importance and significance in modern HR decision-making. (CO-1)
- b) Explain the steps involved in implementing HR Analytics in an organization. Illustrate with a suitable example. (CO-2)
- c) How can HR Analytics be aligned with business goals and strategies? Discuss the alignment process in detail. (CO-3)

Q2. (2X10=20 Marks)

- a) What is a Human Resource Information System (HRIS)? Explain its role in HR Analytics. (CO-1)
- b) Discuss the development and implementation process of HRIS. Highlight the importance of need analysis and system design. (CO-3)
- c) Evaluate the effectiveness of HRIS applications in enhancing HR functions. Provide examples of successful HRIS usage. (CO-4)

Q3. (2X10=20 Marks)

- a) How is HR Analytics applied to Performance Management Systems and Career Planning? Discuss with relevant metrics. (CO-3)
- b) Explain the concept of Competency Mapping. How does it integrate with competency-based HR systems? (CO-2)
- c) Discuss the HR Scorecard. How does it help in measuring HR effectiveness and strategic contribution? (CO-4)

Q4. (2X10=20 Marks)

- a) Analyze the role of Big Data and Predictive Analytics in transforming HR practices. (CO-4)



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- b) What are the emerging global and Indian challenges in HR Analytics? Suggest ways to address them. (CO-2)
- c) How can social media be leveraged in HR Analytics? Discuss its impact on recruitment and employee engagement. (CO-3)

Section B

Q5. Case Study

(20 Marks)

The Puzzle of People at NexaTech Solutions

Karen Mehta, the HR Manager at NexaTech Solutions, stared at the dashboard glowing on her screen. It was late, and the hum of the Bengaluru office had quieted, but her mind was racing. Something wasn't adding up. NexaTech was a thriving IT services company with 1,200 employees spread across Bengaluru, Pune, and Hyderabad. Projects were flowing in, clients were happy, and yet—something was off. The Software Development team, the backbone of their delivery engine, was bleeding talent.

Karen had just pulled the quarterly attrition report. Her eyes widened.

- **Software Development:** 22% attrition
- **QA:** 18%
- **IT Support:** 12%
- **HR:** 8%

The company average was 15%, but Software Dev was way above that. Worse, most of those leaving had been with the company for less than two years. That meant NexaTech was losing people before they could even hit their stride.

Karen turned to the employee engagement survey results. Every quarter, employees rated their experience across five dimensions. The scores were troubling:

- **Career Development:** 2.8
- **Recognition:** 2.6
- **Work-Life Balance:** 3.1
- **Compensation:** 3.0
- **Manager Support:** 3.5

Career growth and recognition were the lowest. She remembered a conversation with a mid-level developer who said, "I don't know what's next for me here. I feel invisible." Karen highlighted the scores and muttered, "No wonder they're leaving."

She calculated the cost of replacing just one developer: ₹2.5 lakh. That included recruitment, onboarding, and lost productivity. With 60 developers gone in the past year, the cost was ₹1.5 crore.

Karen sighed. "We're spending a fortune just to stay afloat."

She dug deeper. Were they losing top talent or underperformers?

- **High Performers (4–5):** 30% of staff, 10% attrition



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- **Medium (3):** 50%, 18% attrition
- **Low (1–2):** 20%, 35% attrition

Low performers were leaving the fastest. That could mean poor hiring, lack of support, or simply a mismatch. But even medium performers were leaving at a worrying rate. Karen knew she needed to act. She drafted a strategy:

1. **Career Pathing:** Launch growth tracks and mentorship programs.
2. **Recognition Tools:** Introduce peer-to-peer shoutouts and rewards.
3. **Manager Training:** Equip managers to coach and retain talent.
4. **Predictive Modeling:** Use data to flag at-risk employees.
5. **Exit Interview Analytics:** Decode the real reasons behind resignations.

She leaned back, satisfied. But she knew the real work was just beginning.

Questions.

1. Evaluate the relationship between engagement scores and attrition rates across departments? (CO-5)
2. How might improving career development and recognition impact retention? (CO-2)