KARATINA UNIVERSITY

UNIVERSITY EXAMINATIONS

FOURTH YEAR, SECOND SEMESTER EXAMINATION

2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:

BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 424

COURSE TITLE: HUMAN RESOURCE ANALYTICS

DATE: 22/04/2025   **TIME: 9.00 AM -11.00AM**

INSTRUCTION TO CANDIDATES

- SEE INSIDE

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

Question one

Case Study: Safaricom Plc first step towards implementing HR Analytics (25 Marks)

Safaricom PLC, Kenya's leading telecommunications company, has integrated HR analytics into its human resource management to enhance decision-making and improve workforce efficiency. Through predictive analytics, the company has successfully reduced voluntary employee turnover, optimized talent acquisition, and enhanced training programs. Safaricom also utilizes AI-powered workforce analytics to monitor employee engagement and identify skills gaps. Despite these successes, the HR analytics adoption journey has faced challenges such as resistance to change, lack of specialized HR analytics skills, and data privacy concerns. The HR leadership is committed to overcoming these barriers and embedding HR analytics more deeply into organizational strategy.

Required

a) Elaborate on five ways Safaricom applies HR analytics to improve workforce management. (10
b) Recommend five strategies Safaricom's HR team can use to enhance HR analytics effectiveness. (5marks)
c) Assess five ethical considerations Safaricom must address when using HR analytics. (10 marks)

Question two

(a) Discuss the Maturity HR analytics model commonly used by organizations such as Kenya Commercial Bank to improve decision-making. (10 marks)
(b) Explain five benefits of integrating big data analytics into HR practices at Tourism Board of Kenya. (5 marks)

Question three

(a) Describe five key workforce metrics Carrefour Supermarket uses to measure employee performance and productivity. (10 marks)

(b) Analyze five emerging issues in HR analytics. (5 marks)

Question four

a) Evaluate five talent acquisition metrics Airtel applies to improve hiring efficiency. (10 marks)
b) Analyze five prerequisites for the successful implementation of Business Process Reengineering (BPR) as a source of HR analytics data (5 marks)

Question five

a) Examine five ways HR analytics contributes to strategic decision-making at Kameme FM. (10 marks)
b) Justify five reasons why employee retention analytics is essential for Cooperative Bank's long-term success. (5 marks)

Question six

a) HR analytics supports ESG compliance and sustainability initiatives by ensuring all the steps of ESG strategy are supported using credible data. Explain the six steps following in developing an ESG strategy (12 marks)
b) Illustrate three examples of HR analytics insights that can improve labor cost management at Nation Media Group (3 marks)