

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN Course Code

Third Semester MBA Degree Examinations, February 2026

HR ANALYTICS**Duration: 3 hrs****Max. Marks: 100**

- Note:** 1. Answer any **FOUR** full questions from Question No. 1 to 7.
2. Question No. 8 is compulsory
3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1. a.	Illustrate why HR metrics are important in an HR dashboard.	03	(3:4:4)
b.	Critically analyse the impact of AI-driven HRIS on recruitment and performance management.	07	(5:5:5)
c.	Evaluate the contribution of fishbone and Pareto analysis in HR problem-solving.	10	(5:5:5)
2. a.	Analyse the interconnection between descriptive, diagnostic, predictive and prescriptive analytics.	03	(4:2:2)
b.	Critically assess predictive analytics tools and techniques used in HR.	07	(3:2:2)
c.	Discuss the role of employee data sources in improving HR decision-making.	10	(3:2:2)
3. a.	Discuss the use of predictive modelling in HR.	03	(3:5:5)
b.	Analyse how HRIS helps in HR decision-making.	07	(4:5:5)
c.	An organization complains that HR decisions are slow and not data-driven. How can HR Analytics improve HR decision-making?	10	(3:1:1)
4. a.	Illustrate Pareto principle with an HR example.	03	(3:5:5)
b.	Analyse the role of HR dashboards in managerial decision-making.	07	(4:4:4)
c.	How does human capital contribute to creating a sustainable competitive advantage? Explain with examples.	10	(5:2:2)
5. a.	Illustrate the use of root cause analysis in HR analytics.	03	(3:5:5)
b.	Discuss how talent and diversity metrics influence organizational growth.	07	(3:3:3)
c.	Using the LAMP framework, demonstrate how HR analytics can provide actionable insights for talent management.	10	(3:4:4)
6. a.	Why data cleansing is required in HR analytics?	03	(3:3:3)
b.	“Without proper data preparation, HR analytics can lead to flawed decisions.” Critically examine this statement with examples.	07	(4:2:2)
c.	Evaluate the role of HR metrics in strategic HR decision-making.	10	(3:3:3)

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO – Programme Outcome)

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| 7. | a. | Discuss few challenges of HR Analytics. | 03 | (3:1:1) |
| | b. | Analyse the importance of HR scorecards in tracking employee performance. | 07 | (4:4:4) |
| | c. | Apply the four stages of analytics evolution to solve a problem of high employee turnover. | 10 | (3:1:1) |

8. **Case Study**

HR Analytics and Attrition at Zenith Tech Solutions

Zenith Tech Solutions is a mid-sized IT services company employing around 600 professionals. Over the past year, the company has experienced a sharp increase in employee attrition, particularly among software developers with 1–3 years of experience. Exit interviews revealed mixed reasons such as workload pressure, lack of career growth, and dissatisfaction with supervisors.

Although the HR department maintains large volumes of employee data related to recruitment, performance appraisals, attendance, training, and compensation, this data is stored in multiple Excel files maintained by different HR executives. Due to inconsistent formats, missing values, and duplicate records, HR managers find it difficult to draw meaningful insights.

Senior management has asked the HR team to use HR analytics and dashboards to identify the root causes of attrition and recommend corrective measures. However, the HR team lacks clarity on which HR metrics to track and how to convert raw data into actionable insights.

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| a. | Analyse the workforce-related issues found in the case using HR analytics. Identify key HR metrics that can help understand the causes of employee attrition. | 10 | (4:3:3) |
| b. | Propose an excel-based HR dashboard framework to support data-driven decision-making and reduce attrition at Zenith Tech solutions. | 10 | (5:4:4) |

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