

**PGDM, 2019-21**  
**Human Resource Metrics & Human Resource Analytics**  
**DM-422**  
**Trimester – IV, End-Term Examination: September, 2020**

Time allowed: 2 Hrs 30 Min  
Max Marks: 50

Roll No: \_\_\_\_\_

**Instruction:**

Students are required to refer the Excel file for attempting the Questions. Kindly note all questions are compulsory. You are required to write your answers in the Excel File.

**Q1)** Mr. Abhay has been working with a leading Hydro Power Utility of the Country named, Teesta Hydro Power (Pvt.) Limited, since last five years as Manager HR with an annual package of **16 lakh**. Since last few months he has been asking for a salary hike. Before giving a hike, management wants to examine whether Abhay's present salary is justified or not. Like Abhay, there are so many other employees in the organization, who have been also demanding for a better salary package.

The roles and responsibility of Mr. Abhay is provided. Kindly note that following are the activities where Mr. Abhay devotes minimum 10% of his time.

- i. Talent Acquisition, which includes Human Resource Planning, recruiting and staffing
- ii. Employee onboarding, development, needs assessment and training;
- iii. Performance Management and improvement systems;
- iv. Employment and compliance with regulatory concerns regarding employees;
- v. Policy Development and Documentation;
- vi. Compensation and benefits administration

As an HR Analyst in the organization, you are required to examine and submit a detailed prescriptive report to top management which includes whether Mr, Abhay deserves a pay hike or not. (Please refer the Excel Sheet Question No. 1.) (CILO – 3) (10 marks)

**Q2.)** ABC Tech company has outsourced its recruitment process to BCG manpower agency. ABC Tech has clearly spelt out the expectations in the form of ToR (Terms of Reference) to the agency at the time of assigning the contract. Being part of Management of ABC Tech, you are required to check the effectiveness of the BCG manpower agency. 100 managers are finally hired by ABC Tech in different functions for its different offices located across India.

Following Information has been provided by BCG agency.

Cost Incurred in Hiring:

1. Towards the advertisement cost BCG has spent : ₹ 5,00,000/
2. Agency Fee, which BCG has claimed from ABC Tech: ₹ 9, 00,000/ . This includes all the expenditure made by the staff and management of BCG, which includes the cost of time spent by these people

3. Towards travel cost : ₹ 2,00,000/
4. Towards relocation cost : ₹ 7,00,000/
5. In the final interview, the CHRO and Head Talent Acquisition from ABC Tech were in the interview board and the cost estimated was approximately ₹ 2,50,000/

Time factor:

1. BCG has received the requisition from ABC Tech. on 1<sup>st</sup> of September, 2018
2. Average time to respond was 18 days
3. Average time to fill was 46 days
4. Offer letter was extended to 125 persons, out of which 100 number have joined.

Quality:

1. Average job performance ratings of new hires was 7 on a 10 point rating scale
2. After one year 36 persons only got promoted to next level
3. 20 persons left the organisation after one year

Based on the above data

**Q.2 a) Calculate the recruiter effectiveness (CILO-1) (5 marks);**

**Q.2b) Calculate how effective the recruiter is in terms of percentage against the expectation set by ABC Tech. (Please refer data given in Excel Sheet Question No. 2 for additional information by ABC Tech) (CILO-1) (5 marks);**

**Q3.) HR Department of BCG organization received the requisition from the top management for recruiting one General Manager, Finance on 4<sup>th</sup> September, 2018 and HR sent the first qualified candidate on 22<sup>nd</sup> September. The selected candidate accepted the offer letter on 20<sup>th</sup> October, 2018 and he finally joined the organization on 10<sup>th</sup> November, 2018. (CILO-1) (2marks)**

You are required to calculate:

- (a) Time to Fill
- (b) Time to Start

**Q4a) You are required to conduct an exit interview in your organization., What type of sampling technique will you be using and why? (CILO- 2) (1.5 marks)**

**(b) Your organization wanted to conduct a survey on Employee Engagement and for this the company has hired an agency. Which type of sampling technique would be used by the agency? Justify your answer. (CILO- 2) (1.5 marks)**

**Q.5) HR Analytics has been receiving lots of attention since last couple of years by the HR practitioners. Elucidate (CILO-2) (4Marks)**

OR

With suitable example, explain different types of data. (CILO-2) (4 Marks)

- Q6.)** Technia Institute of Management, a leading Business School in Tamil Nadu, wanted to find out what would be the probability of placement for a student who is 25 years old, scored 80 % in Class 10<sup>th</sup>, 85 % in class 12<sup>th</sup>, 70 % in Graduation, 75 percentile in CAT, 23 marks in PI out of 30, 65 % in MBA and 12 months of work experience. **(CILO-3) (10 marks). Please Refer Excel Sheet Q. 6**
- Q7.)** The CHRO of an organization wants to examine whether there is any gender bias (Male and Female employees) in his organization. He asked his team to prepare the list comprising the number of employees in each level. The CHRO's recommendation on bridging the gap between genders would be based on result. **CILO-3 (5 marks) (Refer Excel Sheet Q.7).**
- Q8.)** Technia Institute of Management wants to improve their admission process. Institute picked up the data for 101 students from its MBA programme of last year and wanted to find out factors that could explain the placement package. As a student of HR Analytics, you are required to submit a detailed report to the Head of the Institute so that corrective measures would be taken by the Admission department of the Institute. **CILO-3 (6 Marks) (Please Refer Excel Sheet Q. 8).**

X-----X-----X