



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2024

Course: HR Analytics
Programme: Intt. BBA MBA HRM
Time: 03 hrs.
Instructions: All sections are compulsory. Calculator is allowed for data based questions

Semester: VII
Course Code: HRES8003
Max. Marks: 100

SECTION A
Answer in True/ False Only

Q1		Marks	CO
I.	Scientific process is followed to address the HR decisions in organizations.	2	CO1
II.	Mean salary is used to address the industry compensation benchmarks.	2	CO1
III.	Scatter plots address the deviation of data points from the regression line.	2	CO1
IV.	Data cleaning involves removing the missing data points.	2	CO1
V.	HR leadership and line managers collectively analyse and interpret the data for taking staffing decisions.	2	CO1
VI.	Salary benchmarking is deciding external/ industry salary rate based on internal/ firm level salary rates.	2	CO1
VII.	HR Forecasting is part of descriptive analytics.	2	CO1
VIII.	Bell curve address the problems in non-standard application of appraisal and compensation process at large organization.	2	CO1
IX.	HR dashboard is used in prescriptive analytics.	2	CO1
X.	HR analytics is intuitive process.	2	CO1

SECTION – B
4 x 5 Marks

Q2	Describe descriptive analytics. What formats are used in descriptive analytics? What are the advantages, and disadvantage of descriptive analytics for workers and management? Discuss.	5	CO2
Q-3	What are waterfall charts? Explain the application of waterfall charts in staffing process.	5	CO2

Q-4	Briefly explain the succession planning process. What are challenges in developing a succession for HR managers?	5	CO2												
Q-5	Discuss the process of appraisal analytics. What can be the difficulties in conducting appraisal through individualistic, group and organizational process?	5	CO2												
SECTION-C (3 x 10 = 30 marks)															
Q-6	‘Impact assessment is necessity for HR’ - Explain the statement in context of developing HR audit for soft and hard HRM practices.	10	CO3												
Q-7	Explain the usage of talent analytics? How do managers avoid mistakes in talent analytics?	10	CO3												
Q-8	Explain the need for step deviation. Calculate the correlation coefficient for the following data using step deviation.	10	CO3												
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SECTION-D (2 x 15 = 30 marks)															
	<p>Case Study: AGODA</p> <p>Part 1</p> <p>In many organizations, the HR function determined salary bands and compensation policies for different roles and positions. At Agoda, managers were encouraged to make compensation decisions based on their unit’s needs. Allen explained the principle underlying this unconventional approach:</p> <p>We believe that managers should be able to hire the best people for their roles, without following arbitrary salary limits. Agoda hires employees from all over the world. Without compensation flexibility, it would be impossible to hire, say, senior IT talent from Silicon Valley into Thailand. As a result, giving managers the freedom to compensate employees appropriately was a key to the company’s success.</p> <p>To empower managers in deciding on compensation, Lee implemented a system to collect real-time market rates on compensation, presenting the information to managers in a user-friendly format. Managers were also shown correlations between performance and bonuses in their departments so they could make informed decisions about allocating bonus payments.</p> <p>According to Allen, managers were prompted to look at these correlations and see where there were any discrepancies:</p> <p>These correlations should generally be positive. If they are not, it is possible that the bonus allocations are out of sync. Another possibility is that there could be other reasons for the way bonuses were allocated:</p>														

Q-9	<p>sometimes there are specific individual circumstances, or broader changes in market conditions of which managers are aware, which then alerts us to consider adjusting compensation across the organization as a whole. The people team provides data and advice—but does not override or overrule managers, who, after all, are responsible for the performance of their own teams.</p> <p>As a check, Rosenstein reviewed compensation for all departments at least once a year. The outcome was that while salaries were not consistent, even within a single department, managers were able to hire, reward, and retain the talent they needed most.</p> <p>As HR manager of AGODA, what steps you will take to to overcome issues in compensation at AGODA?</p>	15	CO4
Q-10	<p>Part 2:</p> <p>Jeffrey Lee, Agoda’s director of Operations and Compensation Lee was aware that employees in each department performed different kinds of work and needed to be measured differently. For instance, call centre employees were managed on actual behaviours, such as the number and duration of calls handled. In contrast, employee performance in partner marketing could only be measured after a longer period of time. Therefore, managers in each of these units required different criteria for evaluating employee performance. Thus, he was of the opinion that A typical HR department operates like a government monopoly. There’s no competition for its services. You have to take what it provides. Moreover, you have to comply with its rules. We look at our people department in a different way. We want to be useful to managers. We won’t spend time developing tools or processes they don’t want. Managers are thinking about how we can help them immediately. If we want our people department to be relevant, if we want a seat at the table, we’re going to have to earn managers’ trust and give them tools, services, and data that they need. Otherwise, they’ll find other ways to collect and use data and cut us out of the loop.</p> <p>Analyse the need for variable performance analytics in context of needs of Agoda. Explain the need and challenges of HR managers in standardisaion versus individualization of HR measures.</p>	15	CO4