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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA
(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: III - THEORY EXAMINATION (2025 - 2026)

Subject: HR Analytics

Time: 3 Hours

Max. Marks: 100

General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of **three Sections -A, B, & C**. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.

2. Maximum marks for each question are indicated on right -hand side of each question.

3. Illustrate your answers with neat sketches wherever necessary.

4. Assume suitable data if necessary.

5. Preferably, write the answers in sequential order.

6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

SECTION-A

20

1. Attempt all parts:-

- 1-a. A key strength of the HR Value Chain framework is its ability to: (CO1,K1) 1
- (a) List all HR functions in alphabetical order
 - (b) Calculate the exact ROI of every HR program
 - (c) Provide a logical structure to articulate HR's contribution to business goals
 - (d) Replace the need for an HR department
- 1-b. When integrating the HR Value Chain with the broader organizational strategy, a potential challenge an analyst might identify is: (CO1,K1) 1
- (a) A lack of available paper for printing reports
 - (b) The color of the company logo
 - (c) Misalignment between HR metrics and key business objectives
 - (d) The number of sick leaves taken last month
- 1-c. HR Scorecards improve decision-making by: (CO2,K1) 1
- (a) Providing irrelevant data
 - (b) Offering evidence-based insights
 - (c) Increasing guesswork
 - (d) Reducing data availability
- 1-d. LAMP framework ensures: (CO2,K1) 1
- (a) Unstructured approach
 - (b) Comprehensive analytics process
 - (c) Data manipulation
 - (d) Limited analysis scope

- 1-e. Ensuring data validity often involves: (CO3,K1) 1
- (a) Making data entries look neat
 - (b) Checking if the data measures what it is supposed to
 - (c) Storing data in multiple locations
 - (d) Using the latest software version
- 1-f. The purpose of supplementing HR data is to: (CO3,K1) 1
- (a) Reduce the amount of data available
 - (b) Provide richer context for analysis
 - (c) Make reports longer
 - (d) Comply with a specific software requirement
- 1-g. Linking HR data to operational performance data requires: (CO4,K1) 1
- (a) Ignoring operational data
 - (b) Keeping both datasets completely separate
 - (c) Integrating data from HR and other business systems
 - (d) Using only external data
- 1-h. Responsible investment means that funds for an HR program are allocated based on its: (CO4,K1) 1
- (a) Popularity among employees
 - (b) Expected Return on Investment (ROI) and strategic alignment
 - (c) Low initial cost
 - (d) Ease of implementation
- 1-i. In the model $X \rightarrow M \rightarrow Y$, M represents the: (CO5,K1) 1
- (a) Independent variable
 - (b) Dependent variable
 - (c) Moderating variable
 - (d) Mediating variable
- 1-j. Monitoring the impact of an intervention involves: (CO5,K1) 1
- (a) Ignoring post-implementation data
 - (b) Tracking relevant metrics before and after
 - (c) Only celebrating success
 - (d) Punishing failure
2. Attempt all parts:-
- 2.a. List two data sources that can be used in the HR Value Chain analysis. (CO1,K2) 2
- 2.b. Define 'Process' maturity in the context of the HR Maturity Framework. (CO2,K2) 2
- 2.c. State one example of unstructured HR data. (CO3,K2) 2
- 2.d. Define 'training requirements analysis'. (CO4,K2) 2
- 2.e. Define 'confounding variable' in the context of HR analysis.(CO5,K2) 2

SECTION-B

30

3. Attempt all parts:-

3.a. Answer any one of the following:-

3.a.(i)	Analyze the roles and capabilities required for an HR professional to succeed in an analytics-driven function. (CO1,K3)	6
3.a.(ii)	Demonstrate with an example how an HR challenge in the organizational system can be identified and located for analysis. (CO1,K3)	6
3.b.	Answer any one of the following:-	
3.b.(i)	Differentiate between performance and practice benchmarking with example. (CO2,K2)	6
3.b.(ii)	Predict the potential outcome for a company that remains at Level 1 (Descriptive) of the HR Maturity Framework for a long period. (CO2,K4)	6
3.c.	Answer any one of the following:-	
3.c.(i)	Critique the ethical implications of using employee data without proper transparency. (CO3,K3)	6
3.c.(ii)	Differentiate between structured and unstructured data challenges in HR analytics. (CO3,K2)	6
3.d.	Answer any one of the following:-	
3.d.(i)	Develop an approach to measure the effectiveness of selection decisions over time. (CO4,K3)	6
3.d.(ii)	Evaluate the importance of evidence-based practices in modern HR management. (CO4,K3)	6
3.e.	Answer any one of the following:-	
3.e.(i)	Formulate a strategy to implement an HR Scorecard in a resistant organization. (CO5,K5)	6
3.e.(ii)	Differentiate between direct and indirect effects in mediation analysis. (CO5,K3)	6
<u>SECTION-C</u>		50
4.	Answer any <u>one</u> of the following:-	
4-a.	Explain the challenges in valuing HR Analytics in the Organizational System. Suggest measures to overcome these challenges. (CO1,K3)	10
4-b.	Analyze the link between HR data, operational performance, and stock performance as discussed in the context of HR Program Assessment. (CO1,K3)	10
5.	Answer any <u>one</u> of the following:-	
5-a.	Analyze the role of 'Measures' in the LAMP framework, giving examples of good and bad measures for an HR metric. (CO2,K3)	10
5-b.	Explain how the HCM:21 framework provides a holistic view of human capital management. (CO2,K3)	10
6.	Answer any <u>one</u> of the following:-	
6-a.	Explain the process of data validation and verification in HR data management. (CO3,K2)	10
6-b.	Explain how to handle missing or incomplete data in HR records during the preparation phase. (CO3,K3)	10
7.	Answer any <u>one</u> of the following:-	
7-a.	Detail the process of workforce segmentation and its role in identifying critical job roles. (CO4,K2)	10

- 7-b. Demonstrate how HR data can be linked to operational performance metrics. (CO4,K4) 10
8. Answer any one of the following:-
- 8-a. Describe the relationship between dependent and independent variables with multiple HR examples. (CO5,K2) 10
- 8-b. Describe the role of HR Scorecards in tracking strategic human capital initiatives. (CO5,K2) 10

REG_JULY_DEC_2025