



Maharashtra Education Society
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2025-26
Semester: III



Course Code:SC-HR-07

Course Name: HR Analytics

Total Marks: 50

Instructions:

1. *Apply HR analytics concepts to propose solutions.*
2. *Justify your answers with reasoning, frameworks, or examples*

Question 1 An FMCG company wants a performance dashboard. But data from regions arrives in mixed formats—percentages, ratings, open-text. When combined, outputs look inconsistent, and managers dismiss HR’s analysis as “unreliable.” **(10 marks)**

Question 2: Accenture, with offices across India, Europe, and the US, is implementing a company-wide HR metrics dashboard. HR collects data from multiple sources including HRIS, payroll systems, learning management platforms, engagement surveys, and project management tools. Data from different regions arrives in inconsistent formats—some report absenteeism as percentages, others as total days; training hours are tracked differently across learning platforms. Certain sensitive information, such as salary and health records, must comply with privacy and security regulations. Previous quarterly HR reports were lengthy and hard to interpret, resulting in low managerial engagement. The HR analytics team proposes a balanced scorecard approach covering recruitment efficiency, onboarding effectiveness, learning & development participation, performance ratings, engagement levels, and attrition. They also plan to visualize the data using interactive dashboards. However, cleaning and standardizing data reveals missing values, duplicated records, and inconsistent naming conventions. Leadership is pressuring HR to roll out the dashboard quickly, but the team is concerned that premature deployment could undermine trust in HR analytics.

Students Task: Analyze the scenario from an HR analytics perspective. Discuss the challenges of preparing and managing HR data across multiple sources, the importance of selecting meaningful metrics, and strategies for visualizing insights effectively while ensuring data accuracy, security, and managerial engagement. **(10 marks)**

Question 3: Solve any two each carrying 15 marks

a. An e-commerce company invests heavily in LinkedIn and other online recruitment channels to attract new talent. Over time, HR observes that employees hired through internal referrals tend to stay longer, perform better, and integrate more quickly into teams. Based on this insight,



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HR proposes reallocating a portion of the recruitment budget toward referral programs. However, leadership expresses concern: “What if we miss out on top external candidates?”

Expectations from students: *Analyze the situation from an HR analytics perspective. Evaluate how data-driven insights could inform recruitment strategy, the potential trade-offs involved in shifting hiring channels, and ways HR can present evidence to leadership to support informed decision-making while balancing organizational goals and talent needs.*

b. A mid-sized IT services firm recently implemented an AI-based tool to analyze employee emails and chat messages for sentiment trends. Over several months, the AI dashboard indicated a steady increase in negative sentiment, especially in high-pressure project teams. HR shared these findings with team leads and senior managers, but many dismissed the insights as exaggerated and expressed concerns about employee privacy and the reliability of AI-generated “soft data.”

Expectations from students: *Critically evaluate the situation from an HR analytics perspective. Discuss the potential benefits and limitations of using AI for employee sentiment analysis, the challenges HR might face in gaining managerial buy-in, and how such insights could be leveraged to improve employee engagement while maintaining ethical standards and trust.*

c. Microsoft India wants to understand how compensation and perks influence retention. Analytics reveals that employees in certain roles leave despite above-market salaries, while others are highly engaged due to flexible work policies. HR needs to redesign benefits packages for different employee segments. Segmenting employees based on compensation sensitivity and engagement. Suggest your view in this regards



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Marking Scheme – SC-HR-07: HR Analytics

General Guidelines:

- Marks are awarded for issue identification, application of HR analytics concepts, analysis, proposed solutions, and justification/examples.
- Partial marks can be given for correct identification or partial analysis.
- Emphasis on data-driven insights, managerial impact, and ethical considerations.

Question 1 – AI Sentiment Analysis in IT Firm (10 Marks) Scenario: AI dashboard indicates negative sentiment; managers are skeptical

Component	Marks
Identification of issues (negative sentiment, managerial skepticism, privacy concerns)	2
Analysis of challenges in interpreting AI-generated data	3
Strategies to leverage insights ethically to improve engagement	3
Justification/examples (HR analytics frameworks, ethical considerations)	2

Question 2 – Accenture HR Metrics Dashboard (10 Marks) Scenario: Multi-source HR data, inconsistent formats, dashboard deployment

Component	Marks
Identification of issues (data inconsistency, missing/duplicate data, managerial engagement)	2
Analysis of challenges in preparing & managing HR data	3
Proposed solutions (metric selection, visualization, accuracy, security)	3
Justification/examples (dashboard design, balanced scorecard, analytics frameworks)	2

Question 3 – Solve any two (Each 15 Marks)

a. E-commerce recruitment channel analysis



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Component	Marks
Identification of issues (channel effectiveness, trade-offs, leadership concerns)	3
Analysis using HR analytics insights (referral vs external hiring, performance trends)	4
Proposed solutions & recommendations (budget allocation, evidence presentation, balanced approach)	5
Justification/examples	3

b. IT Firm – AI Sentiment Analysis (similar to Q1)

Component	Marks
Identification of issues (negative sentiment, privacy, reliability)	3
Analysis of HR analytics implications (AI benefits, limitations, buy-in challenges)	4
Proposed solutions (leveraging insights ethically, engagement strategies)	5
Justification/examples	3

c. Microsoft India – Compensation & Retention Analytics

Component	Marks
Identification of issues (role-based attrition, compensation vs engagement)	3
Analysis using HR analytics (segmentation, policy evaluation)	4
Proposed solutions (benefits redesign, targeted strategies)	5
Justification/examples	3