GL BAJAJ
Institute of Management & Research. PGDM Institute
FIND YOUR SPARK
GREATER NOIDA (Approved by A.I.C.T.E., Ministry of HRD, Govt. of India)

Roll No…………

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

PGDM/PGDM (General) - 2021-23
END TERM EXAMINATION (TERM -IV)

Subject Name: **HR Metrics & HR Analytics**	Time: **02.30 hrs**
Sub. Code: **PGH43**	Max Marks: **40**

Note:
All questions are compulsory. Section A carries5 marks:5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

SECTION - A

Attempt all questions. All questions are compulsory.   **1×5 = 5 Marks**
Q. 1 (A): What do you understand by the term HR analytics?
Q. 1 (B): What is HR analytics used for?
Q. 1 (C): Explain the difference between Intuition and Data Driven Decision Making.
Q. 1 (D): What is the difference between Statistics and Analytics?
Q. 1 (E): Define HR Research.

SECTION - B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)   **7 x 3 = 21 Marks**

Q. 2: A. What do you understand by data cleaning? Substantiated with example; list the various steps taken to clean the data. Write a small note on 1-10-100 principal. Explain the structure of 'LAMP' framework with the help of a diagram.

Or

Q. 2: B. Why is it necessary to check for the reliability and validity of scale? List down the sequential process along-with explanations to check reliability and validity of scale in SPSS.

Q. 3: A. Explain the three different types of HR Metrics substantiated with proper examples.

Or

Q. 3: B. What do you understand by 'Proprietary Metrics'? Assuming that gatekeeper of GLBIMR gets a salary of INR 20k/pm, build a CREPD metric taking minimum 5 key responsibilities of the guard.

Q. 4: A. Write short notes on:
      i. Shingo Prize Model
      ii. EFQM Excellence Model

Or

Q. 4: B. Write short notes on:
      i. Balance Score Card in HRM measurements.
      ii. Steps to create an HR Scorecard

Read the case and answer the questions   **7×02 = 14 Marks**
Q. 5: Nature's Dilemma
"Sriram Industries" is a mechanical engineering establishment situated in Bombay. It has 15,000 workmen employed in first shift between 8-16 hours. This is a major shift and known as general shift. The workmen of Sriram Industries report for work from distance places such as Pune, Virar and also Karjat, which are miles away from the place of work.

The workers travel by Central Railway, Western Railway (Suburban Services) and by BEST buses (BEST is the local Municipal bus transport organisation). Some also travel by petrol driven vehicles or their own bicycle. A small number staying in surrounding areas of the factory, report for duty on foot. On 27 June 1990, there was a very heavy downpour, which is not uncommon in Bombay. Vast areas were submerged under water. Central and western sub urban railway services, therefore, were completely dislocated. As a result of the heavy rains, train services were suspended between 7 – 8 am.. BEST buses were less frequently run and in some areas there was no bus service at all. A few timekeepers who somehow managed to attend took attendance. It was found that out of the total complement, 4000 attended in time, 2600 attended two hours late, 4800 attended four hours late and the remaining 3600 did not attend. As was obvious, neither the management nor the workmen was responsible for the aforesaid happening and the trade union, operating in the establishment requested the management to deal sympathetically with the employees.

They requested that since it was beyond the control of workmen, even those who could not attend should not be marked absent. The union leader had produced a certificate from Railway authorities and also BEST authorities about the complete dislocation between 7- 8.30 am and a partial dislocation till 2.30 pm. As will be seen from the case, 4000 employees worked for the whole day, 2600 worked for six hours, 4800 worked for four hours only and 3600 did not report for duty at all.

The issue was how to adjust the wages for the day. The General Manager called a meeting of the officers to discuss the issue. It was found that a good number of officers who stayed in long distance suburbs or were staying in remote areas could not also attend to work. Some of the officers who participated in the meeting, opined that 'no work no pay' should be the only principle and at best the only thing that the management should do is not to take any disciplinary action as such.
Others expressed different views and there was no near consensus even in the meeting. The General Manager adjourned the meeting without coming to any decision. Relation between the management and the three unions operating in the company were generally satisfactory. Only one of the three unions that had mainly white coloured staff as members had a legalistic approach in all matters and was not easily satisfied.

Question
Q. 5: (A). Q1. What is the main issue, according to you in the case?
Q. 5: (B). Suggest the steps you would have taken to resolve the situation. What are the different compensation metrics you can make to solve the problem in case?

Mapping of Questions with Course Learning Outcome

Question Number	COs	Bloom's Taxonomy Level	Marks Allocated
Q. 1:	**CO1**	**L1, L2, L4**	**5 marks**
Q. 2:	**CO2**	**L4**	**7 marks**
Q. 3:	**CO3**	**L4, L5**	**7 marks**
Q. 4:	**CO4**	**L5, L6**	**7 marks**
Q. 5:	**CO5**	**L5, L6**	**14 marks**