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Institute *of* Management

HUMAN RESOURCES ANALYTICS
QUESTION BANK

PART A – 1-Mark

1. What is Human Resource Analytics (HRA)?
2. Define “HR Metric.”
3. Name one common HR metric used for measuring employee turnover.
4. What does “HR Dashboard” refer to?
5. Expand the acronym “HRIS.”
6. What is meant by “descriptive analytics” in HR context?
7. What is “predictive analytics” in HR?
8. State one benefit of using HR analytics in organisations.
9. What is “data validity”?
10. What is “data reliability”?
11. Define “Big Data” in the context of HR analytics.
12. What is “root cause analysis”?
13. Name one statistical tool used in HR analytics.
14. What is a “scatter plot”?
15. What does “ANOVA” stand for?
16. What is a “regression model”?
17. What is “correlation analysis”?
18. What is “HR reporting”?
19. What is “data visualization”?
20. What is meant by “HR Scorecard”?
21. What is “attrition rate”?
22. Define “predictive model.”
23. What is “workforce analytics”?
24. Name one phase of predictive analytics process.
25. What is “data cleansing”?
26. What is a “quantitative data”?
27. What is a “qualitative data”?
28. What is “statistical modelling”?
29. What is “employee engagement analytics”?
30. What is “learning & development analytics”?
31. What is “diversity analytics”?
32. What does “HRIS / HRMS” stand for in HR analytics?
33. What is the “HCM 21 model”?
34. What is the “LAMP framework” (in HR Analytics)?

35. What is meant by “dashboard design”?
36. What is “turnover analytics”?
37. Define “employee retention metric.”
38. What is “supply and demand forecasting” in HR context?
39. What is “performance analytics”?
40. What is “compensation analytics”?
41. What is “absenteeism metric”?
42. What is “succession planning analytics”?
43. What is “HR data collection”?
44. What is “predictive modelling tool”?
45. What is “data visualization tool”?
46. What is “HR data transformation”?
47. What is “analytics culture” in an organisation?
48. Define “stakeholder matrix” (in HR analytics context).
49. What is “key performance indicator (KPI)” for HR?
50. Define “analytic pyramid (descriptive-predictive).”

PART B – 5-Marks

1. Explain the concept and importance of Human Resource Analytics.
2. Discuss the evolution of HR Analytics over time.
3. Describe the key components of an HR Analytics Framework (e.g. as in HCM 21 or LAMP).
4. Explain the difference between descriptive analytics and predictive analytics in HR.
5. What is HR Metric Design — describe the principles involved.
6. Explain how data validity and reliability are essential for accurate HR analytics.
7. Describe the process of data collection and transformation for HR Analytics.
8. Explain the importance of data visualization in HR reporting.
9. Discuss how an HR Dashboard can support management decision making.
10. Describe how predictive modelling can help in forecasting employee attrition.
11. Explain correlation and regression analysis, and their role in HR analytics.
12. Discuss how ANOVA or T-test can be used in HR analytics (e.g., comparing groups).
13. Describe the role of Big Data in modern HR analytics.

14. Explain employee engagement analytics: what it measures and how it helps HR.
15. Explain training & development (L&D) analytics: what insights it can provide.
16. Discuss compensation analytics and its importance in HR strategy.
17. Discuss workforce planning analytics: supply and demand forecasting.
18. Describe performance analytics: how HR can use it to monitor employee performance.
19. Explain diversity analytics and why it matters in contemporary organisations.
20. Describe how HR analytics can support strategic HR decision making.
21. Explain the process of building a predictive analytics model for HR (steps from data to insight).
22. Discuss ethical issues that may arise in HR analytics and data usage.
23. Describe how HR analytics can be integrated into HRIS/HRMS systems.
24. Explain the concept of HR Scorecard and how it links HR metrics to business goals.
25. Describe root cause analysis and its relevance in diagnosing HR issues.
26. Explain the role of stakeholder mapping/matrix in HR analytics decisions.
27. Discuss the limitations and challenges of HR analytics in organisations.
28. Describe how big data & analytics culture influence HR transformation.
29. Explain how analytics can help in talent retention strategies.
30. Discuss how predictive analytics can aid in workforce succession planning.
31. Describe steps for creating an HR dashboard — from data gathering to presentation.
32. Explain the role of HR analytics in improving employee engagement and satisfaction.
33. Describe how to measure training effectiveness using HR analytics.
34. Explain how regression analysis can be used to predict absenteeism.
35. Discuss how HR analytics helps in compensation benchmarking.
36. Explain how analytics supports HR in diversity and inclusion initiatives.
37. Describe the importance of cleaning and transforming HR data before analysis.
38. Explain the concept of analytics maturity in HR — what it means for an organisation.
39. Describe how HR analytics supports strategic workforce planning during mergers/acquisitions.
40. Explain the role of predictive analytics in talent acquisition (e.g. screening, predicting success).

41. Discuss how dashboards and data visualization improve transparency in HR decisions.
42. Explain how HR analytics can help detect early signs of employee burnout.
43. Describe how HR analytics supports performance appraisal systems.
44. Explain how HR metrics and analytics support compliance and reporting requirements.
45. Discuss how HR analytics can be used for forecasting training needs across departments.
46. Explain the role of analytics in evaluating ROI of HR initiatives.
47. Describe how employee data privacy concerns should be addressed in HR analytics.
48. Discuss how HR analytics helps align HR strategy with business strategy.
49. Explain steps to implement an organization-wide analytics culture in HR.
50. Describe how predictive modelling and analytics can assist in succession planning and leadership pipeline development.

PART C – 10-Marks

1. Analyze how adopting HR analytics can transform traditional HR functions in an organization.
2. Evaluate the strengths and limitations of predictive modelling in HR decision making.
3. Compare and contrast traditional HR measurement methods and modern HR analytics approaches.
4. Design an end-to-end HR analytics framework for a mid-sized IT firm. Include data collection, metric selection, dashboarding, and predictive modelling.
5. Critically examine the ethical and privacy issues associated with data collection and analytics in HR. Propose guidelines to address them.
6. Evaluate the impact of big data and analytics culture on employee engagement and satisfaction in a large organization.
7. Analyze how workforce analytics can help manage attrition in competitive industries. Provide a conceptual model.
8. Develop a plan to implement HR dashboards across all departments of a manufacturing company.
9. Analyze a hypothetical dataset (you may assume) with absenteeism and performance data, and discuss how you would use regression and correlation to draw insights.
10. Evaluate how HR analytics can support performance management and compensation decisions to improve organisational productivity.

11. Design a predictive model for talent acquisition success — define variables, data requirements, and expected outputs.
12. Critique the use of HR analytics in diversity and inclusion initiatives — what metrics to use? What are the pitfalls?
13. Design an analytics-driven training & development evaluation system to measure ROI and learning effectiveness.
14. Analyze the potential challenges in building an analytics culture in traditional organisations and propose strategies to overcome them.
15. Evaluate the role of stakeholder mapping and data governance in successful HR analytics implementation.
16. Create a comprehensive HR Scorecard tailored to a service-industry company, linking HR metrics to business KPIs.
17. Assess the role of data visualization and dashboard reporting in enhancing transparency and stakeholder trust.
18. Design an HR predictive analytics project to forecast employee turnover for next 12 months for a mid-size enterprise. Outline data needs, methods, and limitations.
19. Evaluate the role of HR analytics during organizational change (e.g. merger, downsizing).
20. Compare and contrast different statistical and predictive techniques (regression, ANOVA, classification) used in HR analytics — when to use which.
21. Analyze how HR analytics can support succession planning and leadership development in a multinational company.
22. Design a policy framework for data privacy and ethical use of employee data in HR analytics.
23. Evaluate the outcomes of implementing HR analytics over a 3-year period in a large organisation (hypothetical or based on case).
24. Critically analyze how predictive analytics can be misused in HR and propose safeguards.
25. Design a dashboard & reporting system for HR metrics including employee turnover, performance, engagement, diversity — show mock layout & data flow.
26. Analyze the cost-benefit of deploying HR analytics tools in a small company vs large enterprise.
27. Evaluate the role of HR analytics in remote / hybrid work environments — challenges and opportunities.
28. Propose an HR analytics-driven strategy for improving employee wellness and reducing burnout.

29. Analyze how HR analytics helps in aligning HR strategy with organizational strategy and business goals.
30. Design a training program for HR managers to build analytics skills — content, tools, evaluation method.
31. Evaluate how visualization techniques and dashboards affect decision-making speed and accuracy in HR.
32. Design a predictive model to forecast learning and development needs over the next 2 years for a company.
33. Analyze how data quality issues can distort HR analytics outcomes; propose data governance mechanisms.
34. Evaluate the impact of analytics-based compensation decisions on employee morale and retention.
35. Design a combined HR metrics – analytics – scorecard system to monitor diversity, performance, retention, and engagement.
36. Analyze potential biases in data-driven HR analytics (e.g. predictive attrition) and propose corrective measures.
37. Evaluate the role of HR analytics in succession planning for leadership positions in a global firm.
38. Design an end-to-end plan for implementing predictive analytics for attrition, performance, and employee engagement in service industry.
39. Analyze the ethical implications of predictive analytics in recruitment (e.g. predicting candidate success) and suggest best practices.
40. Critically assess the role of HR analytics in decision making during crisis situations (e.g., mass layoffs, restructuring).
41. Design a dashboard with key HR metrics for a multinational organization; justify the choice of metrics.
42. Evaluate the role of HR analytics in measuring ROI of training & development initiatives over time.
43. Analyze how HR analytics can help in managing diversity and inclusion in organisations.
44. Design a predictive model to forecast absenteeism and its business impact — outline steps and limitations.
45. Evaluate how analytics supports HR in strategic workforce planning during growth phases.
46. Critically analyze how misinterpretation of analytics output can damage employee trust — propose mitigation.
47. Design a data-driven performance appraisal system for remote/hybrid work forces.

48. Analyze how analytics can be used to detect early warning signs of employee disengagement.
49. Design a policy and framework for responsible use of employee data analytics ensuring privacy and fairness.
50. Evaluate the future scope of HR analytics in AI-enabled HR systems and its implications.