

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT
TEST -3 EXAMINATIONS- 2026

B.B.A-VI Semester

COURSE CODE (CREDITS):25BBWHS634 (4)

MAX MARKS: 35

COURSE NAME: HR Analytics

COURSE INSTRUCTOR: TNS

MAX. TIME: 2 Hours

Note: (a) All questions are compulsory.

(b) Attempt questions section wise only

Q.No	Question	CO	Marks
A	A leading Indian IT services company has been facing a high attrition rate among employees with less than three years of experience. Exit interviews reveal dissatisfaction related to career growth, workload stress, lack of managerial support, and limited learning opportunities. The HR department traditionally relied on salary hikes and retention bonuses, but attrition continues to rise. The company has now decided to adopt predictive retention analytics to identify employees at risk of leaving. Q1. Analyze why traditional retention approaches are failing in the organization. Critically evaluate the limitations of reactive retention strategies in today's workforce environment. Q2. Design a proactive retention analytics framework for the company. Identify the types of data, predictive indicators, and segmentation strategies that should be used to improve retention outcomes. Justify your recommendations with logical reasoning.	CO[4]	5+5=10
B	A manufacturing company in India observed increasing absenteeism, declining employee morale, and rising workplace accidents after expanding production targets. Employee surveys suggest burnout, stress, and poor work-life balance. Senior management wants to introduce a wellness analytics program but is unsure how employee wellness contributes to business performance. Q3. Examine the relationship between employee wellness, workplace safety, productivity, and organizational loyalty. Critically	CO[5]	5+5=10

	analyze why organizations should treat wellness as a strategic investment rather than a welfare activity. Q4. Propose a predictive analytics-based wellness and safety model for the organization. Explain how data analytics can help reduce burnout, absenteeism, and workplace risks while improving organizational performance		
C	A multinational retail company is integrating Big Data and AI-driven people analytics across recruitment, on boarding, performance management, employee engagement, and workforce planning. While management believes analytics-driven decision-making will improve efficiency and employee value, employees have expressed concerns regarding surveillance, privacy, and algorithmic bias. Q5. Explain the role of Big Data in transforming modern people analytics. Critically examine how Big Data supports workforce planning, sourcing, hiring, employee engagement, and retention strategies. Use suitable organizational examples wherever relevant. Q6. "The future of people analytics lies in predictive models, behavioral data, and automation, but excessive quantification of employees may create ethical challenges." Critically discuss this statement with reference to employee privacy, data ethics, AI bias, and the future role of HR professionals.	CO[4,5]	7+8=15