SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF INFORMATION TECHNOLOGY

QUESTION BANK

VI SEMESTER MINOR Degree

BAM403-HUMAN RESOURCE ANALYTICS

Regulation – 2023

Academic Year 2025-2026 (Even Semester)

Prepared by

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SUBJECT : **BAM403-HUMAN RESOURCE ANALYTICS**

SEM / YEAR : **VI Sem / III Year**

	UNIT I - INTRODUCTION TO HR ANALYTICS		
**SYLLABUS**: HR analytics - People Analytics: Definition- context - stages of maturity - Human Capital in the Value Chain: impact on business. HR Analytics vs HR Metrics – HR metrics and KPIs.		
	PART-A		
Q.No.	**Question**	**Level**	**Competence**
1	Define HR Analytics.	BTL1	Remember
2	What is meant by People Analytics?	BTL1	Remember
3	Differentiate between HR Analytics and People Analytics.	BTL2	Understand
4	Show the importance of HR Analytics in decision-making.	BTL2	Understand
5	State the meaning of Human Capital.	BTL1	Remember
6	List any two objectives of HR Analytics.	BTL1	Remember
7	What is an HR Metric?	BTL1	Remember
8	How Human Capital contributes to business success?	BTL2	Understand
9	Differentiate the relationship between HR Analytics and business performance.	BTL2	Understand
10	Distinguish between HR Metrics and HR Analytics.	BTL2	Understand
11	Define Key Performance Indicator (KPI) in HR.	BTL1	Remember
12	What is meant by HR data?	BTL1	Remember
13	Mention any two examples of HR metrics.	BTL2	Understand
14	Give the significance of KPIs in HR management.	BTL2	Understand
15	List any one stage of HR Analytics maturity.	BTL1	Remember
16	How does HR Analytics add value to the organizational value chain?	BTL2	Understand
17	Why data quality is important in HR Analytics.	BTL2	Understand
18	Show with an example how HR metrics are used in organizations.	BTL2	Understand

19	Point the role of HR Analytics in strategic HR planning.	BTL2	Understand
20	Why is measuring human capital important for organizations?	BTL2	Understand
21	What is the value chain in business?	BTL1	Remember
22	State the role of HR in the business value chain.	BTL2	Understand
23	What is meant by analytics maturity in HR?	BTL1	Remember
24	List any two stages of HR Analytics maturity.	BTL1	Remember

PART-B

Q.No.	Question	Marks	Level	Competence
1	Apply the concepts of HR Analytics to explain how people analytics can improve organizational decision-making with suitable examples.	16	BTL3	Apply
2	Illustrate the stages of HR Analytics maturity and apply them to an organization of your choice.	16	BTL3	Apply
3	Analyze the role of Human Capital in the organizational value chain and its impact on business performance.	16	BTL4	Analyze
4	Demonstrate how HR Analytics can be applied to measure and improve human capital effectiveness in an organization.	16	BTL3	Apply
5	Examine the differences between HR Analytics and HR Metrics and analyze their relevance in strategic HR management.	16	BTL4	Analyze
6	Analyze how HR Analytics supports evidence-based HR decisions across various HR functions	16	BTL4	Analyze
7	Assess the impact of People Analytics on business outcomes such as productivity, retention, and employee engagement.	16	BTL5	Evaluate
8	Construct a comprehensive set of HR metrics and KPIs for measuring workforce performance and business impact.	16	BTL6	Create
9	Evaluate the effectiveness of HR KPIs in aligning HR objectives with organizational goals.	16	BTL5	Evaluate
10	Critically assess the importance of analytics maturity models in implementing HR Analytics successfully.	16	BTL5	Evaluate
11	Design an HR Analytics framework suitable for a mid-sized organization, highlighting key metrics and KPIs.	16	BTL6	Create
12	Develop a People Analytics strategy that links human capital data with business value creation.	16	BTL5	Evaluate

13	Illustrate a model showing the integration of Human Capital into the business value chain using HR Analytics.	16	BTL3	Apply
14	Create an HR Analytics roadmap outlining stages of maturity and implementation challenges	16	BTL6	Create
15	Propose an HR Analytics-based solution to improve employee retention and organizational performance.	16	BTL6	Create
16	Evaluate the contribution of HR Analytics in transforming HR from an operational to a strategic function.	16	BTL5	Evaluate
17	Formulate a model showing the integration of Human Capital into the business value chain using HR Analytics.	16	BTL6	Create

| UNIT II - HR ANALYTICS I: RECRUITMENT		
SYLLABUS: Recruitment Metrics: Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis.		
PART-A		

Q.No.	Question	Level	Competence
1	Define fill-up ratio in recruitment.	BTL1	Remember
2	What is meant by time to hire?	BTL1	Remember
3	Give the importance of fill-up ratio in recruitment planning.	BTL2	Understand
4	Define cost per hire.	BTL1	Remember
5	What is early turnover in recruitment metrics?	BTL1	Remember
6	How time to hire affects organizational performance?	BTL2	Understand
7	Why cost per hire is considered a critical recruitment metric?	BTL2	Understand
8	Show the significance of measuring early turnover.	BTL2	Understand
9	What are employee referral hires?	BTL1	Remember
10	What are agency hires?	BTL1	Remember
11	State the role of employee referral hires in effective recruitment.	BTL2	Understand

12	What is meant by lateral hires?	BTL1	Remember
13	Define fulfillment ratio.	BTL1	Remember
14	What is quality of hire?	BTL1	Remember
15	Mention the advantages of agency hires.	BTL2	Understand
16	Point out the purpose of tracking lateral hires.	BTL2	Understand
17	Differentiate the relationship between fulfillment ratio and hiring efficiency.	BTL2	Understand
18	Describe how quality of hire can be measured.	BTL2	Understand
19	State any two objectives of using recruitment metrics.	BTL1	Remember
20	What is recruitment to HR cost ratio?	BTL1	Remember
21	List out the importance of recruitment to HR cost ratio.	BTL2	Understand
22	How recruitment metrics support data-driven hiring decisions.	BTL2	Understand
23	State the role of recruitment analysis in improving recruitment effectiveness.	BTL2	Understand
24	What is recruitment analysis?	BTL1	Remember

PART-B

Q.No.	Question	Marks	Level	Competence
1	Apply recruitment metrics such as fill-up ratio, time to hire, and cost per hire to evaluate the effectiveness of an organization's recruitment process.	16	BTL3	Apply
2	Analyze the relationship between time to hire, cost per hire, and quality of hire in recruitment decisions.	16	BTL4	Analyze
3	Analyze how early turnover reflects the quality of recruitment and selection processes.	16	BTL4	Analyze
4	Illustrate with suitable examples how early turnover and quality of hire can be used to assess recruitment success.	16	BTL3	Apply
5	Examine the impact of employee referral hires, agency hires, and lateral hires on recruitment effectiveness.	16	BTL4	Analyze
6	Compare and analyze different recruitment sources using relevant recruitment metrics.	16	BTL4	Analyze
7	Demonstrate how recruitment analysis can be applied to improve hiring outcomes in an organization.	16	BTL3	Apply

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8	Apply fulfillment ratio and recruitment to HR cost ratio to analyze recruitment efficiency in an organization.	16	BTL3	Apply
9	Assess the effectiveness of employee referral hires as a recruitment strategy using appropriate metrics.	16	BTL5	Evaluate
10	Evaluate the role of recruitment metrics in reducing recruitment costs and improving hiring quality.	16	BTL5	Evaluate
11	Design a comprehensive recruitment metrics framework for a medium-sized organization.	16	BTL4	Analyze
12	Develop a recruitment analytics dashboard incorporating key recruitment metrics and KPIs.	16	BTL6	Create
13	Formulate a strategy to reduce early turnover using recruitment metrics and analysis.	16	BTL6	Create
14	Critically evaluate the usefulness of fulfillment ratio as a key recruitment performance indicator	8 8	BTL5	Evaluate
15	Evaluate recruitment analysis as a tool for strategic workforce planning.	16	BTL5	Evaluate
16	Construct a model to measure and improve quality of hire across different recruitment sources.	16	BTL6	Create
17	Propose a data-driven recruitment improvement plan based on recruitment metrics and analytical insights.	16	BTL6	Create
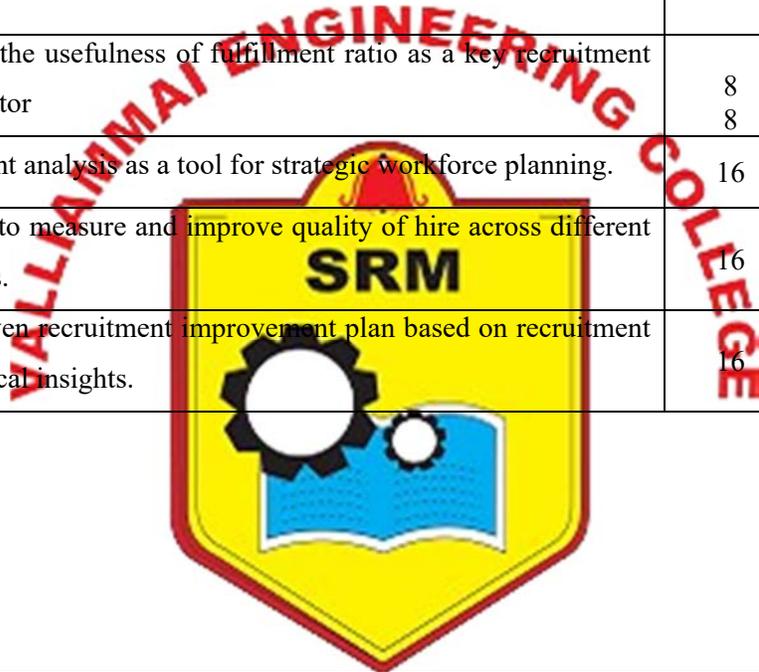
UNIT III - HR ANALYTICS II: TRAINING AND DEVELOPMENT
SYLLABUS: Training & Development Metrics: Percentage of employee trained- Internally and externally trained- Training hours and cost per employee - ROI -Optimising the ROI of HR Programs - Training and Development analysis.

PART-A			
Q.No.	Question	Level	Competence
1	Mention the importance of training and development metrics in strategic HR planning.	BTL2	Understand
2	Define training and development metrics.	BTL1	Remember
3	What is meant by percentage of employees trained?	BTL1	Remember
4	Givethe importance of measuring the percentage of employees trained.	BTL2	Understand
5	Define internal training.	BTL1	Remember

6	Define external training.	BTL1	Remember
7	What are training hours per employee?	BTL1	Remember
8	Distinguish between internally trained and externally trained employees.	BTL2	Understand
9	Why training hours per employee is an important metric.	BTL2	Understand
10	List out the significance of training cost per employee.	BTL2	Understand
11	How ROI is calculated for training programs.	BTL2	Understand
12	What is training cost per employee?	BTL1	Remember
13	Define return on investment (ROI) in training.	BTL1	Remember
14	State the need for optimizing ROI of HR programs.	BTL2	Understand
15	What is training effectiveness?	BTL1	Remember
16	What is meant by HR programs?	BTL1	Remember
17	Define training and development analysis.	BTL1	Remember
18	How training metrics support organizational performance.	BTL2	Understand
19	Point out the role of training and development analysis in decision-making.	BTL2	Understand
20	Differentiate the relationship between training investment and employee performance.	BTL2	Understand
21	State with an example how training effectiveness can be measured.	BTL2	Understand
22	How training metrics help in identifying skill gaps.	BTL2	Understand
23	State any two objectives of training metrics.	BTL1	Remember
24	What is meant by optimizing ROI of HR programs?	BTL1	Remember

PART-B
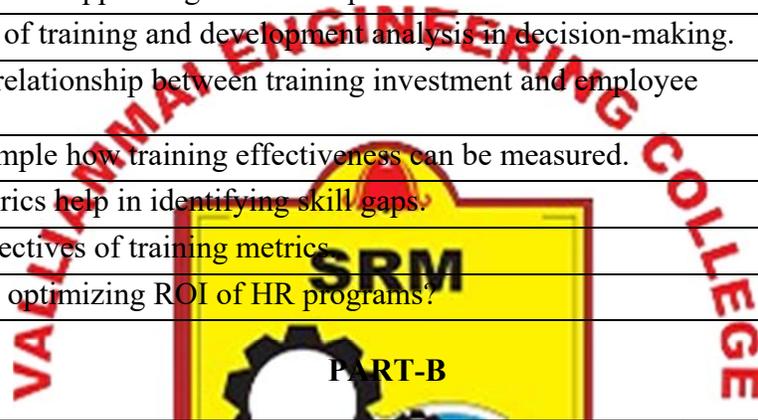
Q.No.	Question	Marks	Level	Competence
1	Analyze the relationship between training hours, training cost, and employee performance outcomes.	16	BTL4	Analyze
2	Apply training and development metrics to assess the effectiveness of training programs in an organization.	16	BTL3	Apply
3	Illustrate how percentage of employees trained and training hours per employee can be used to evaluate learning coverage.	16	BTL3	Apply
4	Propose a data-driven training and development improvement strategy based on analytical insights.	16	BTL6	Create
5	Demonstrate the application of internal and external training metrics in improving workforce capability.	16	BTL3	Apply
6	Examine the impact of internal versus external training on skill development and organizational performance.	16	BTL4	Analyze
7	Analyze how training and development analysis supports data-driven HR decisions.	16	BTL4	Analyze

| 8	Assess the effectiveness of training programs using ROI as a key evaluation metric.	16	BTL4	Analyze
9	Compare and analyze different training programs using relevant training metrics.	16	BTL4	Analyze
10	Evaluate strategies for optimizing the ROI of HR training programs.	16	BTL5	Evaluate
11	Critically evaluate the usefulness of training hours per employee as a performance indicator.	16	BTL5	Evaluate
12	Design a comprehensive training and development metrics framework for an organization.	16	BTL6	Create
13	Develop a training analytics dashboard incorporating key training metrics and KPIs	16	BTL6	Create
14	Apply training cost per employee and ROI to analyze the financial impact of training initiatives.	16	BTL3	Apply
15	Formulate a plan to optimize the ROI of HR programs using training and development analytics. (BTL 6)	16	BTL6	Create
16	Construct a model to evaluate the effectiveness of internal and external training initiatives	16	BTL6	Create
17	Evaluate the role of training and development metrics in strategic talent development.	16	BTL5	Evaluate

UNIT IV - HR ANALYTICS III: EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION
SYLLABUS: Employee Engagement Metrics: Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department, grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis. Career Progression Metrics : Promotion index - Rotation index - Career path index - Level wise succession readiness index.

PART-A			
Q.No.	Question	Level	Competence
1	Define talent retention.	BTL1	Remember
2	What is meant by retention index?	BTL1	Remember
3	Give the significance of analyzing turnover by department and grade.	BTL2	Understand
4	Show the voluntary turnover.	BTL2	Understand
5	Define involuntary turnover.	BTL1	Remember
6	What is turnover by department?	BTL1	Remember
7	How turnover by performance level helps HR decision-making.	BTL2	Understand

8	Mention the importance of turnover analysis by service tenure.	BTL2	Understand
9	What is meant by turnover by grades?	BTL1	Remember
10	Define turnover by performance.	BTL2	Understand
11	Point out the importance of talent retention in organizations.	BTL2	Understand
12	Distinguish between voluntary and involuntary turnover.	BTL2	Understand
13	Show the turnover by service tenure.	BTL1	Remember
14	Give the internal hired index.	BTL1	Remember
15	State an employee engagement survey?	BTL2	Understand
16	State the role of internal hired index in employee engagement.	BTL2	Understand
17	List out the purpose of engagement survey analysis.	BTL2	Understand
18	How engagement survey results can improve retention.	BTL2	Understand
19	State the significance of promotion index in career growth.	BTL2	Understand
20	Give the role of rotation index in employee development.	BTL2	Understand
21	Show the importance of career path index in workforce planning.	BTL2	Understand
22	Find out the need for level-wise succession readiness index.	BTL2	Understand
23	Define promotion index.	BTL1	Remember
24	What is meant by rotation index?	BTL1	Remember

PART-B
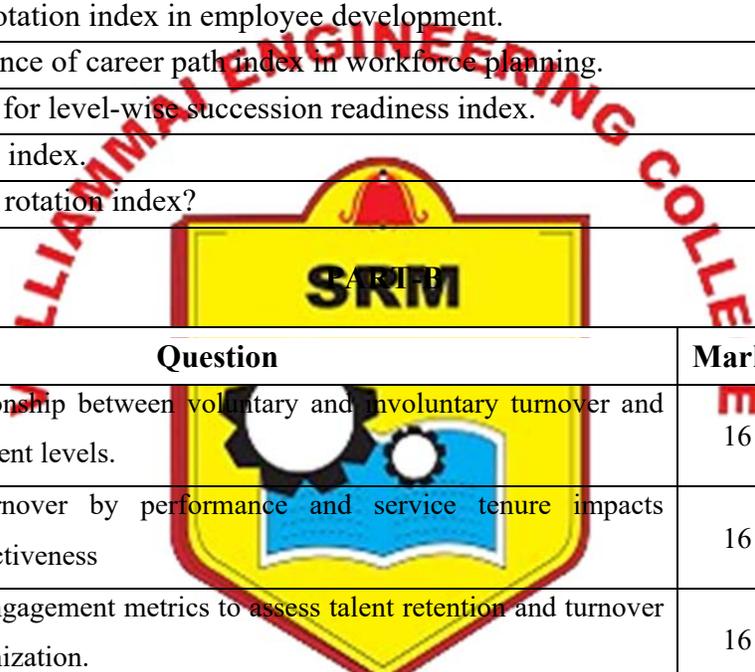
Q.No.	Question	Marks	Level	Competence
1	Analyze the relationship between voluntary and involuntary turnover and employee engagement levels.	16	BTL4	Analyze
2	Examine how turnover by performance and service tenure impacts organizational effectiveness	16	BTL4	Analyze
3	Apply employee engagement metrics to assess talent retention and turnover patterns in an organization.	16	BTL3	Apply
4	Illustrate how retention index and internal hired index can be used to evaluate employee engagement.	16	BTL3	Apply
5	Demonstrate the application of turnover analysis by department, grade, performance, and service tenure.	16	BTL3	Apply
6	Analyze the effectiveness of internal hiring in improving employee engagement and career growth.	16	BTL4	Analyze
7	Compare and analyze promotion index, rotation index, and career path index in career progression planning.	16	BTL4	Analyze
8	Design a comprehensive employee engagement metrics framework for an organization.	16	BTL6	Creating

9	Assess the usefulness of retention index as a measure of employee engagement.	16	BTL5	Evaluate
10	Evaluate the role of engagement survey analysis in reducing employee turnover.	16	BTL5	Evaluate
11	Develop a career progression metrics dashboard incorporating key indices.	16	BTL6	Creating
12	Critically evaluate the effectiveness of promotion index in motivating employees.	16	BTL5	Evaluate
13	Apply engagement survey analysis to identify key drivers of employee engagement and retention	16	BTL3	Apply
14	Evaluate the significance of level-wise succession readiness index in leadership continuity	16	BTL5	Evaluate
15	Formulate a strategy to improve talent retention using engagement and career progression metrics.	16	BTL3	Apply
16	Construct a succession planning model using level-wise succession readiness index.	16	BTL6	Creating
17	Propose a data-driven action plan to enhance employee engagement and career progression based on analytical insights.	16	BTL6	Creating

UNIT V HR ANALYTICS IV: WORK FORCE DIVERSITY AND DEVELOPMENT
SYLLABUS: Workforce Diversity and Development Metrics: Employees per manager - Workforce age profiling - Workforce service profiling- Churn over index - Workforce diversity index - Gender mix - Differently abled index- Revenue per employee – Operating cost per employee - PBT per employee - HR cost per employee- HR budget variance - Compensation to HR cost. .

PART-A			
Q.No.	Question	Level	Competence
1	Define employees per manager ratio.	BTL1	Remember
2	What is workforce age profiling?	BTL1	Remember
3	State the workforce service profiling.	BTL2	Understand
4	How workforce service profiling supports workforce planning.	BTL2	Understand
5	Show the relevance of churn over index in HR analysis.	BTL2	Understand
6	Mention the role of workforce diversity index in organizations.	BTL2	Understand
7	What is HR budget variance?	BTL1	Remember
8	Point out the significance of employees per manager ratio.	BTL2	Understand
9	Show the importance of workforce age profiling.	BTL2	Understand
10	What is churn over index?	BTL1	Remember
11	Define workforce diversity index.	BTL1	Remember

12	List out the importance of maintaining a balanced gender mix.	BTL2	Understand
13	How differently abled index reflects inclusiveness?	BTL2	Understand
14	What is meant by gender mix?	BTL1	Remember
15	Define differently abled index.	BTL1	Remember
16	What is revenue per employee?	BTL1	Remember
17	Why revenue per employee is used as a productivity metric?	BTL2	Understand
18	Show the significance of operating cost per employee.	BTL2	Understand
19	Define HR cost per employee.	BTL1	Remember
20	Mention the importance of PBT per employee in performance evaluation.	BTL2	Understand
21	State the role of HR cost per employee in cost control.	BTL2	Understand
22	List the importance of compensation to HR cost ratio.	BTL2	Understand
23	Define operating cost per employee.	BTL1	Remember
24	What is PBT per employee?	BTL1	Remember

PART-B

Q.No.	Question	Marks	Level	Competence
1	Analyze the relationship between workforce diversity index, gender mix, and organizational performance	16	BTL4	Analyze
2	Propose a data-driven workforce development and diversity improvement plan based on analytical insights.	16	BTL6	Create
3	Analyze the impact of employees per manager ratio on managerial effectiveness and employee performance.	16	BTL4	Analyze
4	Demonstrate the application of churn over index and workforce diversity index in workforce analysis.	16	BTL3	Apply
5	Compare and analyze financial workforce metrics such as revenue per employee, HR cost per employee, and compensation to HR cost.	16	BTL4	Analyze
6	Illustrate the role of workforce metrics in linking human capital performance with business outcomes.	16	BTL4	Analyze
7	Apply workforce diversity and development metrics to evaluate organizational workforce effectiveness.	16	BTL3	Apply
8	Evaluate the effectiveness of diversity and inclusion metrics, including gender mix and differently abled index	16	BTL5	Evaluate
9	Critically evaluate HR cost per employee and HR budget variance as tools for HR cost control.	16	BTL5	Evaluate
10	Formulate strategies to improve workforce diversity and inclusion using relevant metrics.	16	BTL6	Create

11	Apply revenue per employee, operating cost per employee, and PBT per employee to assess workforce productivity.	16	BTL3	Apply
12	Examine how workforce age and service profiling influence talent development and succession planning.	16	BTL4	Analyze
13	Develop a workforce analytics dashboard incorporating diversity, productivity, and cost metrics.	16	BTL5	Evaluate
14	Illustrate how employees per manager ratio, workforce age profiling, and service profiling can be used for workforce planning.	8 8	BTL3	Apply
15	Assess the usefulness of churn over index in measuring workforce stability	16	BTL5	Evaluate
16	Design a comprehensive workforce diversity and development metrics framework for an organization.	16	BTL 6	Create
17	Construct a model to optimize workforce productivity while controlling HR costs	16	BTL 6	Create