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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management |
| **Course Title: HR Analytics, (Course Code: 40326)**  **End-Term Examination, Term - V ( Batch 2021-23) (February, 2023)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *The HRA ET Exam needs IT lab systems (or laptops) for each exam taker. We have shared datasets for the relevant ET questions.*
2. *An answer sheet is being provided, in addition to submissions in a pen drive. Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Do not write on the question paper except your roll number.*
5. *You can use Power BI, Ms-Excel, and/or Rapid miner for analysis.*

**SECTION - A**

**Q1. A Short Case**: On March 13 2015, the Wall Street Journal published an article titled: “The Algorithm That Tells the Boss Who Might Quit”. The article explored how Credit Suisse was able to predict who might quit the company. It was one of the first examples of the now very popular employee attrition analytics. Not only were the analysts at Credit Suisse able to predict who might quit, but they also could identify why these people might quit. This information was provided anonymously to managers so they could reduce turnover risk factors and retain their people better. In addition, special managers were trained to retain the high-performing employees who had a high flight risk. In total, this program saved Credit Suisse approximately $ 70,000,000 a year. **(12 Marks)**

*(Adapted from: https://www.aihr.com/resources/...........pdf)*

**Task:** In addition to the real-life story presented here, please **illustrate** at least four such other areas where predictive analytics can be used by HR department to achieve business goals.

**Q2.** Using the dataset ***HR Case Study - ET***, please complete the following tasks-

**1. Analyse** the total number of employees at each work location and comment on gender diversity at all the job locations. Which city is the most balanced in terms of gender diversity?

2. If the organization wants to plan some recruitment drives without upsetting gender equality, **suggest** which departments plan for recruitment and which gender should be prioritized during recruitment. **(6+6=12 Marks)**

**SECTION - B**

**Q3. Problem Statement:** A large company named XYZ, employs, at any given point of time, around 4000 employees. However, every year, around 15% of its employees leave the company and need to be replaced with the talent pool available in the job market. The management believes that this level of attrition (employees leaving, either on their own or because they got fired) is bad for the company, because of the following reasons -

1. The former employees’ projects get delayed, which makes it difficult to meet timelines, resulting in a reputation loss among consumers and partners
2. A sizeable department has to be maintained, for the purposes of recruiting new talent
3. More often than not, the new employees have to be trained for the job and/or given time to acclimatize themselves to the company

Hence, the management has contracted an HR analytics firm to understand what factors they should focus on, in order to curb attrition. In other words, they want to know what changes they should make to their workplace, in order to get most of their employees to stay. Also, they want to know which of these variables is most important and needs to be addressed right away.

Since you are one of the star analysts at the firm, this project has been given to you.

*(adapted from:* [*https://www.kaggle.com/datasets/......y7/........case-study*](https://www.kaggle.com/datasets/......y7/........case-study)*)*

**Your task**: - You are required to **model** the probability of attrition using regression. The results thus obtained will be used by the management to understand what changes they should make to their workplace, in order to get most of their employees to stay. Illustrate your detailed **analyses, findings and suggestions** in the answer sheet as well. **(8+8=16 Marks)**