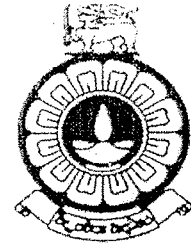


THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES HONOURS IN
HUMAN RESOURCE MANAGEMENT
HRU5209 HUMAN RESOURCE ANALYTICS
FINAL EXAMINATION – 2024/2025
DURATION – THREE (03) HOURS



Date: 04/06/2025

Time: 1.30 p.m. – 4.30 p.m.

INSTRUCTIONS:

- This question paper comprises of seven (07) questions.
 - Question 1 is compulsory. From the remaining questions (Questions 2–7), answer any three.
 - Each answer should be well-structured, demonstrate critical thinking, and be supported by relevant examples or theoretical concepts where applicable.
 - Illegible handwriting will lead to reduce marks.
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Question 1

Read the case study below carefully and answer all the questions that follow.

Novara Bank, a mid-sized financial institution headquartered in Colombo, Sri Lanka, has been facing rising employee turnover, inefficient recruitment practices, and poor representation of diverse groups in leadership roles. The HR department recognized the urgent need to modernize its decision-making using data and launched a full-scale HR Analytics Transformation Initiative in 2024. Initially, the organization had limited exposure to HR analytics—only basic metrics such as headcount, absenteeism, and turnover were tracked manually. The new Chief Human Resource Officer Ms. Kavindi Perera, introduced a strategic plan to implement advanced HR analytics, including recruitment analytics, selection analytics, and Diversity and Inclusion (D&I) analytics.

Novara invested in building an HR data warehouse that integrated data from payroll systems, applicant tracking systems (ATS), learning management systems, and performance evaluation tools. Secure access protocols and ethical data usage policies were established in collaboration with IT and Legal departments.

A team of HR analysts created interactive dashboards using tools like Power BI and Tableau to visualize key HR KPIs: time-to-hire, quality-of-hire, cost-per-hire, promotion rates by gender, and attrition rates by demographic segment.

Recruitment data revealed that most top-performing employees came from universities outside the traditional top-tier list. Selection analytics indicated that structured interviews and skill-based assessments were more predictive of long-term success than previous reliance on academic qualifications alone.

Novara began tracking inclusion indicators such as employee sentiment, internal mobility of underrepresented groups, and hiring funnel diversity. Results showed a gender drop-off at the middle-management level. Using this data, Novara introduced targeted mentorship and leadership development programs.

The company trained all business partners on the difference between HR metrics and HR analytics, encouraging them to focus not just on what is happening, but why it's happening and how to intervene proactively. Predictive analytics was used to identify employees at high risk of leaving, leading to a 20% reduction in unwanted turnover within 12 months.

Answer all the questions below.

- a. Explain the difference between HR metrics and HR analytics using examples from Novara Bank's transformation. Why is this distinction important for strategic Human Resource Management? (6 marks)
- b. Discuss the key steps Novara Bank took to build a sustainable HR analytics approach. What challenges might they face in maintaining this system long-term? (6 marks)
- c. Evaluate how recruitment and selection analytics were used to improve hiring practices at Novara Bank. How can data collection and management practices ensure fairness and accuracy in these processes? (7 marks)
- d. Analyze the role of dashboards in Novara's HR decision-making process. What are the benefits and limitations of using dashboards in HR? (7 marks)
- e. Assess how Novara applied Diversity and Inclusion (D&I) analytics. What are some effective frameworks or methodologies they could use to further enhance Diversity and Inclusion outcomes? (7 marks)
- f. Reflect on the ethical considerations Novara Bank had to address when implementing HR analytics. How should organizations balance innovation in HR analytics with data privacy and ethical responsibility? (7 marks)

(Total Marks = 40 marks)

Answer any three questions below.

Question 2

Discuss the concept of compensation and benefits analytics, elaborating on its key metrics and indicators, data collection methods and sources, and the analytical techniques and tools used in the process. (20Marks)

Question 3

Explain the concept of performance management analytics, highlighting its importance in modern organizations. Discuss the critical considerations for successfully implementing performance analytics systems. (20 Marks)

Question 4

Examine how employee engagement can be effectively measured. Discuss the key factors that contribute to employee happiness and engagement at work, and explain how HR analytics can be used to reduce employee turnover. (20 Marks)

Question 5

Discuss the role of metrics and KPIs in workforce planning and talent management. Explain how these indicators help organizations make strategic HR decisions and enhance overall workforce effectiveness. (20 Marks)

Question 6

Explain the importance of storytelling with HR data. Describe the key components of effective data storytelling, outline the steps involved in building a compelling story from HR data, and provide examples to illustrate its application in HR decision-making. (20 Marks)

Question 7

Explore how Artificial Intelligence (AI) is transforming Human Resource Management (HRM). Discuss the role of software in recording, maintaining, retrieving, and analyzing HR information, and the ethical concerns associated with the use of AI in managing HR data. (20 Marks)