

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES (HONS) IN HUMAN
RESOURCE MANAGEMENT
HRU 5209: HUMAN RESOURCE ANALYTICS
FINAL EXAMINATION – 2025/2026
DURATION – THREE (03) HOURS



Date: 04th July 2026

Time: 09.30 a.m. – 12.30 p.m.

INSTRUCTIONS:

- The question paper comprises of seven (07) questions.
 - Question one is compulsory. From the remaining questions (Questions 2 to 7), answer any three.
 - Illegible handwriting may lead to reduce marks.
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Question 1

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

SparkText (Pvt) Ltd is a medium- sized Sri Lankan BPO with 220 customer service associates working in three shifts (morning, evening, night). Over the last six months, the Head of HR has noticed a rise in absenteeism and resignations among associates in the night shift.

A quick descriptive analysis of HR data shows the following for the last 6 months:

- Average monthly absenteeism rate (all shifts combined): 3.2%
- Average monthly absenteeism rate – night shift only: 6.8%
- Overall monthly turnover rate for associates: 2.5%
- Monthly turnover rate – night shift only: 5.1%

From exit interviews and a short pulse survey, HR gathers these points:

- 48% of night- shift leavers mentioned “work–life balance and health issues” as a key reason.
- Night- shift associates who live more than 20 km away have a higher absence rate than those living closer.

- Teams with supervisors rated below 3.0/5 on “supportive leadership” in the survey have noticeably higher absenteeism.
- Overtime hours are highest in the night shift due to frequent no-shows, which increases workload for those who are present.

The CEO has asked HR to “use HR analytics to understand what is really going on and recommend specific, data-based actions” rather than generic suggestions.

Questions

- a. Based on the case, how would you clearly define the primary HR problem(s) that SparkText is facing? (5 marks)
- b. Which single HR metric would you prioritize first to track and present to the CEO, and why? (5 marks)
- c. Identify which parts of the case are examples of descriptive analytics, and which elements could lead into diagnostic analytics. (5 marks)
- d. Suggest one example each of a predictive and a prescriptive analytics question that SparkText could explore next. (5 marks)
- e. If you were to build a simple HR analytics dashboard for SparkText, list five (05) key indicators you would include to help track and manage this issue over time. (10 marks)
- f. Propose specific HR interventions that are directly linked to the insights provided in the case. For each intervention, state one metric you would monitor over the next six months to evaluate its effectiveness. (10 marks)

(Total 40 marks)

Question 2

Poor data quality and fragmented systems are common challenges when implementing HR analytics. What does “good” HR data look like, what are the common data quality problems in HR, and what practical steps can HR and IT take together to build a reliable, integrated people-data foundation?

(20 marks)

Question 3

Even when tools and data are available, HR professionals may resist using analytics. What kind of mindset, training, and change-management efforts are needed to build a culture where HR analytics is trusted, understood, and routinely used in people-management decisions?

(20 marks)

Question 4

How can an organization use performance management analytics to identify high performers, support low performers, and reduce rating biases, while still maintaining fairness, transparency, and employee trust in the appraisal process?

(20 marks)

Question 5

In what ways can artificial intelligence enhance HR analytics across the employee lifecycle? What specific risks related to bias, privacy, and transparency should HR leaders anticipate and manage when deploying AI-driven HR analytics?

(20 marks)

Question 6

Many HR analytics projects fail because teams start with data and tools, not with a clear business question. How should HR leaders decide which people-related questions are worth analyzing, and how can they ensure those questions are tightly linked to organizational strategy and performance?

(20 marks)

Question 7

HR departments often collect large volumes of data, but struggle to translate it into decisions. What are the main barriers that prevent HR data from being used effectively for decision-making, and how can organizations overcome them?

(20 marks)

(Total 100 marks)

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