

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA - SEMESTER– III EXAMINATION – WINTER 2020**

**Subject Code:1539345****Date:05/01/2021****Subject Name:HR Metrics****Time:10:30 AM TO 12.30 PM****Total Marks: 47****Instructions:**

1. Attempt any THREE questions from Q1 to Q6.
2. Q7 is compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

- Q. 1 A** Define the following terms: **06**  
(a) Leading Metrics  
(b) Normative Human Resource  
(c) Predictive Analytics
- Q. 1 B** Define the following terms: **06**  
(a) OCF  
(b) HR Evaluation  
(c) R-Cot
- Q. 2 (a)** What are metrics? List few HR Metrics and their relevance. **06**
- Q. 2 (b)** Describe the challenges confronted in measuring HR? **06**
- Q. 3 (a)** Discuss the traditional HR approaches to HR Evaluation **06**
- (b)** Explain the contemporary HR approaches to HR Evaluation **06**
- Q. 4 (a)** The recent pandemic has revolutionized the HR position in the organization. The digitization of HR now requires a new set of HR Proficiency.” Validate the statement with examples **06**
- Q. 4 (b)** You have joined a manufacturing unit ABC Engineering LTD which is an auto ancillary unit. As a Talent Acquisition expert what changes will you make in the Talent Acquisition Process and what are the HR Metrics that you will use to make the process robust. **06**
- Q. 5 (a)** Differentiate between HR Audit and HR Accounting. Explain the process of HR Audit with an example. **06**
- Q. 5 (b)** Sunny Healthcare Services decides to implement the HR Scorecard in its organization to make HR a value added service. As an HR head in charge of the process what are the steps that you will follow and what will be your HR deliverable and HR doables. The strategic Objective of the company is to provide “sunny care” and reach out to the patients who needs medical service. **06**

- Q. 6 (a)** Mr. Robin joins as the Hotel Manager of a famous resort in Daman. His strategic objective is to make the resort the first choice for the tourist who visit the place. He has also been directed to reduce the operating cost without having an effect on the strategic objective. Recently he participated in an executive development programme on Accountability on Human Resource Management. He now wants to implement his learning and share how this can help his resort in meeting the objectives and making HR more accountable towards it. The Resort Oceania employs during the peak season 1,100 employees and HR is carrying all its functional responsibilities. He has 5 manager under him namely Food Service Manager, Front Desk Manager, Asst. General Manager, Purchase Manager and HR Manager. He also has the HRM effectiveness indices of 20 hotel nearby. They are: **06**

Sr. No.	HRM Factors	Score on a scale with 6 as highest and 1 as lowest
1	Customer satisfaction	4.25
2	Employee Commitment	2.10
3	Absenteeism	4.20
4	Turnover	5.10
5	Employee satisfaction	3.90
6	Overall Productivity	

Q.1 If you were the HR Manager how will read this indices.

- Q. 6 (b)** Mr. Robin joins as the Hotel Manager of a famous resort in Daman. His strategic objective is to make the resort the first choice for the tourist who visit the place. He has also been directed to reduce the operating cost without having an effect on the strategic objective. Recently he participated in an executive development programme on Accountability on Human Resource Management. He now wants to implement his learning and share how this can help his resort in meeting the objectives and making HR more accountable towards it. The Resort Oceania employs during the peak season 1,100 employees and HR is carrying all its functional responsibilities. He has 5 manager under him namely Food Service Manager, Front Desk Manager, Asst. General Manager, Purchase Manager and HR Manager. He also has the HRM effectiveness indices of 20 hotel nearby. They are: **06**

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Q.1 which approach of HR Evaluation will you take to go ahead with the proposal of your Plant Manager.

- Q. 7 (a)** Suggest the two lead and the two lag metric in the area of Recruitment or Selection. Explain how does each help in making the process better and give details of the assumptions made. **5.5**

- Q. 7 (b)** You have been recruited as an HR Manager in a reputed Bank. After your induction your boss asks you to bring change in the HR Dept. The first metric that he asks to submit is the measure of HEVA. As you have to explain it in the team. State the full form of HEVA and also explain what does its value predicts. Calculate the HEVA for the given data. **5.5**

**OR**

- Q. 7 (a)** On-time completion of projects within budget constraint can be considered as the core business objective of the real estate major having presence in all metropolitan cities of India. Within this core business objective, the company always endeavours to improve the cash flow and achieve incremental profit. Such approach, the company believes can motivate employees and enhance their performance. However, results are not always forthcoming. The company often observes project delay for unexplainable reasons, as employees cannot fix the reasons for the delay. Lack of ownership and poor accountability has been identified as the root cause of the problem. This requires team building rather than typical matrix structure with dual reporting. This is a shift from command and control to collaboration. Successfully, driving the culture of teamwork in the organization, across all its worksites, requires participation of all cross-sections of employees of the organization. Concerted efforts of all to chase business goals inevitably raises motivation of all employees of the organization. This also helps in improving the quality, reducing the cycle time of projects, reducing the costs and enhancing profit. Also, it can build employee's capabilities to manage more projects successfully. **11**

However, the culture of teamwork cannot be embedded with organizational management systems, unless people are made to understand the plan and other details to work together. This requires use of data for helping people to objectively understand the situation.

To start with, the company formed a cross-functional team with mix of managers and functional experts. This cross-functional team was entrusted the responsibility to drive the change, so that organizations can institutionalize team culture. This cross-functional team was entrusted with the responsibility of identifying prohibiting factors for poor ownership and accountability among employees. Interestingly, prohibiting factors that the company could identify are frequent changes in project plans, requiring rework and duplication of work and reactive style of managing the project, as employees feel they cannot foresee future eventualities for frequent change of project plans. Also, employees feel like property refurbishing; their PMS also need to be refurbished. PMS, at present, can only share negative feedback and cannot capture holistic performance data for more objective feedback, which could have helped employees in assessing themselves in right earnest. Also, employees could provide more important suggestions, like adequate due diligence in property selection and purchase.

Based on the employees' feedback, the company decided to go for strengthening their MIS, proper identification of the project property, introduction of a system of resolving differences through discussions, provision of role clarity and strengthening the communication with focus on transparency.

In line with the aforementioned action plans, the company first redefined its KPIs, helping themselves to assess themselves more objectively and to understand how they are performing. From organization point of view also, employees could be given fact-based performance feedback. Different metrics were chosen at this stage to guide employees' activities objectively. These metrics could help in measuring performance, plotting data in a

general format, across all the project sites. Such objective measurement helped in effective discussion on deterrent issues in project sites and helped the team in focusing attention to ease out the situation.

To motivate employees further, in review meetings, the company shared the data with the employees to objectively make them understand cost implication, wastage and so on, and its corresponding effect on the profitability of the organization, for any eventual project delay. With data, employees could recognize the issue, understand its gravity, and as a team, could take concerted actions for driving the success of this real estate company.

Questions:

Q1. What are the challenges that the organization is facing in this case.

Q2. In reference to the case develop few metrics that you think are appropriate to drive change through teamwork

Q3. As an HR Manager do you think that the approach taken by the Manager is appropriate what would you have done differently. Justify your cause.

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