



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT: GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCE MANAGEMENT (HONOURS)	
QUALIFICATION CODE: 08BHRM-H	LEVEL: 8
COURSE CODE: HRM812S	COURSE NAME: HUMAN RESOURCE METRICS
SESSION: NOVEMBER 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Dr. Michael Ochurub
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer all questions.2. Read all the questions carefully before answering.3. Marks for each question are indicated at the end of each question.4. Please ensure that your writing is legible, neat and presentable.

PERMISSIBLE MATERIALS

1. Examination paper.

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1

1.1 The main objective in adopting the use of metrics and analytics is to use the expertise of HR professionals in human resource management regarding their understanding of the best way to recruit, select, train, design, motivate, develop, evaluate, and retain employees at an organization to help achieve its goals more effectively. The first and foremost step to generate metrics and analytics strategies in an organization is identification of existing problems faced by them. Owing to the changing environment and global requirement, the labor measurement also changes. The main focus is on the problems faced by the organization and human resources in the working environment. Having studied the statement above. Critically analyse how the HR analytics can shape a business. (10)

1.2 We believe that a paradigm extension toward a talent decision science is key to getting to the other side of the wall. Incremental improvements in the traditional measurement approaches will not address the challenges. HR measurement can move beyond the wall using what we call the LAMP model indicating four critical components of a measurement system that drives strategic change and organizational effectiveness. Having studied this statement, critically analyse the LAMP Model framework. (20)

[30]

QUESTION 2

2.1 Through the use of human resource measures and workforce analytics, decision-makers will gain the ability to more effectively manage and improve human resource programmes and processes. This in turn improves the effectiveness of the workforce and organizational performance. Metrics and analytics are better problem-solving measures in organizations, because in any situation, decisions are made after analyzing

the tactical choices. Based on this statement, how would you analyse the tension between HR-related, organisational and financial outcomes? (15)

- 2.1 Analyse the importance of HR Scorecards and make a specific reference to the key aspects of HR Scorecards, 4Logic HR Scorecard, what needs to be measured and how inputs and outcomes could be measured. (20)

[35]

QUESTION 3

- 3.1 HR measurement could be construed as a continuous process of gathering, analysing, interpreting, evaluating and presenting qualitative and quantitative data to measure, align and benchmark the impact of HR practices on organizational objectives. Having studied this statement, analyse critically the HR measurement cycle. (25)
- 3.2 Assess the people management metrics and describe the most common HR metrics that can have an impact on any business enterprise. (10)

[35]

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