



**PAMIBIA 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

SECOND OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Dr. Michael Ochurub
MODERATOR:	Dr Simeon Amunkete

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 development of effective human resource metrics and workforce analytics is likely to be seen in the future as a very important source of competitive advantage. The use of human resource metrics and workforce analytics improves organizational effectiveness and strategic decision-making of managers that positively impact the organizational performance. Having studied this statement, distinguish between HR Metrics and Analytics. (10)
- 1.1 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]**
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QUESTION 2

- 2.1 Explore and evaluate the relationships between the Balanced Scorecard in any attempts to link or align it to the vision and organisational strategy (10)
- 2.2 Distinguish some key elements of the HR scorecard, and analyse the factors that needs to be measured with a clear indication on how inputs and outcomes could be measured. (15)
- 2.3 Considering the balanced HR scorecard and dashboard, analyse critically the necessary conditions for successful implementation of the HR scorecard. (10)
- [35]**
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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]

Annex 18/10/22