



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT: GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCE MANAGEMENT (HONOURS)</b>	
<b>QUALIFICATION CODE: 08BHRM-H</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: HRM812S</b>	<b>COURSE NAME: HUMAN RESOURCE METRICS</b>
<b>SESSION: NOVEMBER 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>
<b>FIRST OPPORTUNITY PAPER</b>	
<b>EXAMINER(S)</b>	<b>Mr. Odilo Sikopo</b>
<b>MODERATOR:</b>	<b>Mr. Metusalem A. Nikanor</b>
<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer all questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Marks for each question are indicated at the end of each question.</li><li>4. Please ensure that your writing is legible, neat and presentable.</li></ol>	

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Calculator

**THIS QUESTION MEMORANDUM CONSISTS OF 5 PAGES (Including this front page)**

**QUESTION 1**

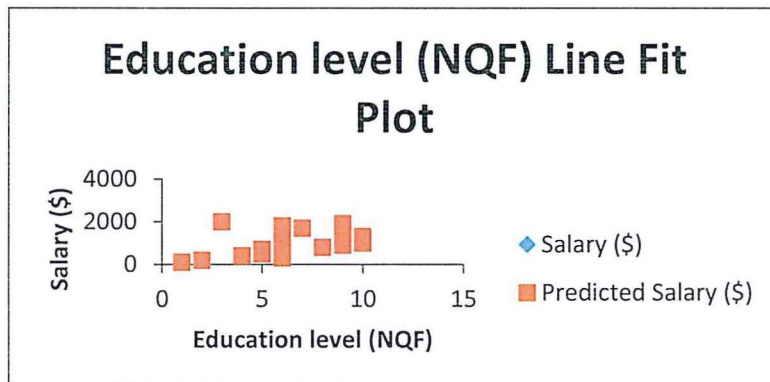
- 1.1 Analyse the following concepts in relation to Human Resources Business Intelligence? (16)
- (a) Predictive Analysis
  - (b) Human Resource Value Chain
  - (c) Employee turnover
  - (d) HR database

**Question 2**

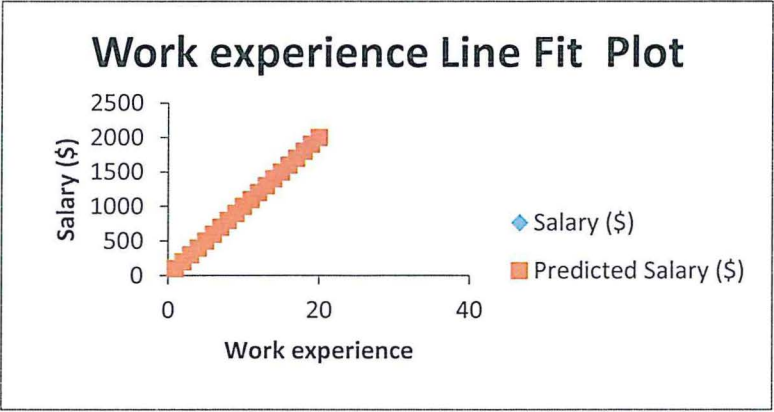
- 2.1 Critically analyse how HR can influence business success in the following areas? (20)

- a) Mission, Vision and Goal
- a) Business and strategic plan
- b) Smart recruitment
- c) Talent Development

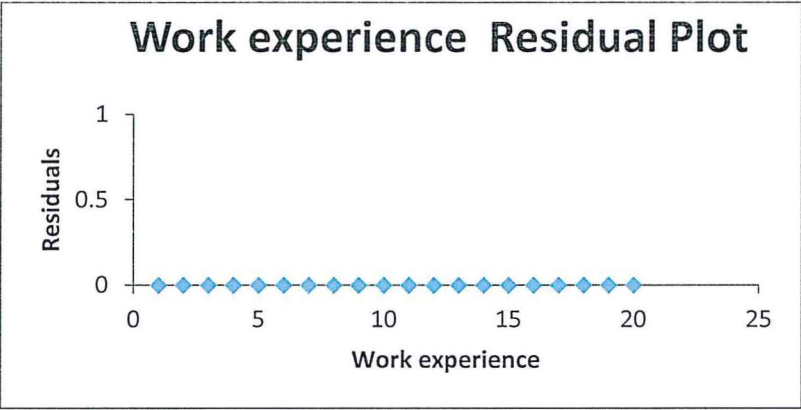
- 2.2 Based on the below graphs, discuss the independent variables in terms of prediction power on the dependent variable (salary). (20)



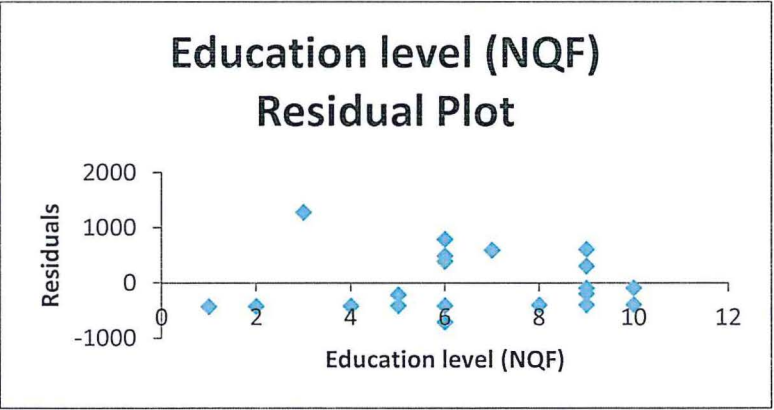
(a) Figure 1



(b) Figure 2



(c) Figure 3:



(d) Figure 4

## **SECTION B: Case Study**

**(44 Marks)**

**Read the article below and answer the questions that follows.**

**Walvis acting CEO sets sights on 'latecomers'**

**Reporter: Leandrea mouers**

To send a message regarding municipal employees coming late to work, Walvis Bay acting CEO David Uushona locked the doors of the municipal building at 08:00 yesterday morning. According to him, late arrivals have become a common practice. Uushona said he informed staff members on 7 August that they "need to be in the office and ready to work by 08:00, not arriving at 08:00". At precisely 08:00, Uushona, with the assistance of security officials, closed the doors and walked from office to office to check who was present and who was not. "My primary focus was on management because they must set the example. If management is arriving late, that's a significant issue." After a brief 'lockdown' and a short walk-through with the media, it was evident that many offices were still locked, with staff members not at their desks. "This reflects poorly on the type of service we're providing and is not how we want to welcome our new CEO. Such behaviour does not demonstrate good customer relationships or a commitment to our work," he said. Uushona explained that the municipality's core values - respect, accountability, professionalism, integrity and teamwork - should guide all employees' actions. "Being late shows a lack of respect for both our customers and colleagues. We must take accountability for our actions, and lateness undermines professionalism. Additionally, claiming full payment for the day while arriving late and leaving early is not an example of integrity," he said. "I hope that by the time our new CEO arrives, there will be a noticeable improvement in these areas. I also encourage you to visit our satellite offices at 08:00 to observe how they are reporting for duty." He added that the new CEO, Victoria Kapenda, is expected to start on Monday, 2 September.

### **Questions 1**

1.1 After having read and understood the case study, analyse the human capital challenges at Walvis Bay Municipality in terms of the following four levels of HR analytics? (16)

- (a) What happened? (Descriptive)
- (b) Why did it happen? (Diagnostic)
- (c) What will happen? (Predictive)
- (d) What should be done (Prescriptive)

- 1.2 Discuss how HR can utilise the LAMP model in analysing the problem at Walvis Bay Municipality? (12)
- 1.3 Considering that the Municipality is open 5 days a week. Calculate the absenteeism rate for the Municipality if they have a total of 250 employees that each work 20 days per month when 105 scheduled days were missed due to employee absenteeism. Indicate formula used clearly with clear step-by-step calculations according to the formula. (8)
- 1.4 Identify and discuss any four challenges that the municipality may face if the problem is not resolved? (8)

**End of paper**  
**Total Marks: 100**