ΠAMIBIA UΠIVERSITY
OF SCIEΠCE AΠD TECHΠOLOGY

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 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
FIRST OPPORTUNITY PAPER	
EXAMINER(S)	Mr. Odilo Sikopo
MODERATOR:	Dr Simeon Amunkete
INSTRUCTIONS	
	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.
2. Calculator

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

Section A: Structures Questions   **(50 Marks)**

QUESTION 1

1.1   Analyse the following concepts in relation to Human Resources Business
      Intelligence?   **(20)**
      (a) HR Scorecard
      (b) Human Resource Accounting
      (c) Regression analysis
      (d) Inverse correlation

Question 2

OutMatrix PTY LTD began using the Balanced Scorecard to measure and manage its
performance in 2018. With measures at the heart of its operations, the organisation
has been able to achieve greater transparency and accountability—while expanding
its scale, reach, and impact. With its scorecard in place, OutMatrix has been able to
draw upon its metrics to report biological impacts to constituents and to the public—
something they couldn't dream of before their scorecard implementation. Outmatrix's
strategy management process has helped the organisation clarify its focus, and the
organisation's metrics have played an important part in engaging more business
opportunities. Within five years, OutMatrix has gone from a N$9 million per year
operation to more than N$20 million per year and has been named one of the top 100
performing SME's in Namibia.

2.1 Distinguish some key elements of the HR scorecard and analyse the key
      performance factors that were analysed with a clear indication on how inputs and
      outcomes were measured by OutMatrix PTY LTD?   **(20)**

2.2   The successful implementation of the performance plan was critical for
      OutMatrix PTY LTD to maintain a proper balance of its keys strategic elements.
      Share some of the necessary conditions for successful implementation of the HR
      scorecard?   **(10)**

SECTION B: Case Study (50 Marks)

Read the article below and answer the questions that follows.

Org X, a South African technology consulting firm, wants to focus on its research development at an organisational level. The research unit of Org X recruits 20 full-time employees and 6 part-time employees. The Unit has revenue growth of R1 500 000 and productivity improvement goals for, after struggling for the past 2 years since inception. Org X derives its revenue growth from increased customer satisfaction, as repeat business and referrals keep their business growing. Such customer satisfaction comes from product innovation and reliable delivery. Product innovation depends on experienced staff, while reliable delivery depends on staffing and ensuring that there is someone in the right place at the right time to get the work done. Productivity improvement goals also depend on having the right people in the organisation with clear productivity targets. The management feels that HR can play an important role in the organisation's strategic plan.

To develop and keep experienced and talented staff, the HR function of Org X must create effective selection methods for prospective employees and retention programmes for current employees. Short recruiting cycles of 3 months that currently cost the organisation R500 000 for every 10 employees is deemed costly, time to fill would ensure that staffing levels are maintained at optimum levels. The HR team has also developed a competency model to determine who to hire, so that it can be reduced to at least half of the current cost. From a retention perspective, Org X must ensure that it has regular and effective performance appraisals and that the appropriate benefits are in place. The company plans to retain 90% of its work force for the next 3 years in order to build on experience and grow the company by recruiting 8 more staff in the next 2 years. The recruitment budget for the next 2 years is expected to be R300 000 to cover all the ear marked 8 positions.

Questions 1

1.1 What are the HR deliverables that will support Org X's strategic goals? **(10)**

1.2 Identify and discuss any four (4) different metrics that the HR function should track based on the Activities identified in the previous question and why? **(20)**

1.3 Calculate the Revenue per employee for Org. X and analyse the efficiency of the cost considering how much it costs the organisation to hire at the moment? **(10)**

1.4 Calculate the cost per hire for Org. X should it decide to hire all the 8 employees in the following year, and advise if this is viable based on the revenue per employee above? **(10)**

End of paper
Total Marks: 100