



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: JANUARY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
SECOND OPPORTUNITY/SUPPLEMENTARY PAPER	
EXAMINER(S)	Mr. Odilo Sikopo
MODERATOR:	Mr. Metusalem A. Nikanor
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.
2. Calculator

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

SECTION A

Question 1

(50 Marks)

- 1.1 Describe the following concepts in relation to Human Resources business intelligence? (16)
- (a) HR Scorecard
 - (d) Management system
 - (b) Human Resources Accounting
 - (c) Organizational Alignment
- 1.2 Out-Matrix digital solutions is facing challenges in employee management as it attempts to scale operations globally. The organization is contending with a 20% drop in operational efficiency and a slow adoption rate of its solutions in emerging markets. The primary strategic objective is to achieve regional market penetration while improving internal efficiency and solution adoption rates.
- 1.2.1 Analyse some critical HR productivity metrics which Out-Matrix company should pay attention too while trying to improve internal efficiency? (15)
- 1.2.2 The IT technicians at Out-Matrix digital solutions works 40 hours per week, for which only 30 hours is billable. Considering that the year has 52 weeks, but minus vacation weeks and holidays and an average employee at Out-Matrix digital solutions would probably work for 49 working weeks per year. The company charges them at \$200/hour. Calculate the billable hours per employee per year and analyse what the results mean for the company? (9)
- 1.2.3 You are hired as an HR practitioner at Out-matrix to deal with all the productivity challenges the company is facing. Your first task is to assess why a high number of staff are leaving the company. Please describe the five steps to be undertaken during your proposed regression project. (10 marks).

Study the case study below and answer the following questions

The Out-Matrix organization operates within the power and utilities sector, grappling with aligning its operational activities to its strategic objectives. Despite substantial investments in infrastructure and technology, the organization has not seen proportionate improvements in performance metrics across financial, customer, internal process, and learning and growth perspectives. The Balanced Scorecard, once a tool for clarity and direction, has become cumbersome and disconnected from the organization's strategic vision, leading to inefficiencies and missed opportunities for sustainable growth. Facing all possible challenges, the company has turned to its HR function to assist in driving the turnaround strategy for its next 5 years strategic plan.

QUESTION 2

- 2.1 Having understood the above case, discuss your understanding of HR balanced score card and how it can be utilised to support the business strategy for Out-matrix organisation? (8)
- 2.2 Analyse the vital HR components that should be explored in the process of establishing and aligning the HR scorecard with the organisational strategy for Out-matrix? (20)
- 2.3 Discuss the fundamentals steps that the organisation will have to rely on to achieve successful implementation of the scorecard. (12)
- 2.4 Discuss the possible benefits that Out-matrix will achieve with the successful implementation of the HR scorecard? (10)
- 2.5 Considering the balanced HR scorecard and dashboard, analyse critically the necessary conditions for successful implementation of the HR scorecard. (10)

End of paper
Total Marks: 100