

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF HUMAN RESOURCES MANAGEMENT
HR ANALYTICS [HCM 404]
Duration: 3 HOURS

NOV 2024

INSTRUCTIONS FOR CANDIDATES

1. Answer any **One** question from section A and any **three** questions from section B.

INFORMATION FOR CANDIDATES

1. All questions carry equal marks.
2. No unauthorised items must be brought into the examination room.

MATERIALS ALLOWED

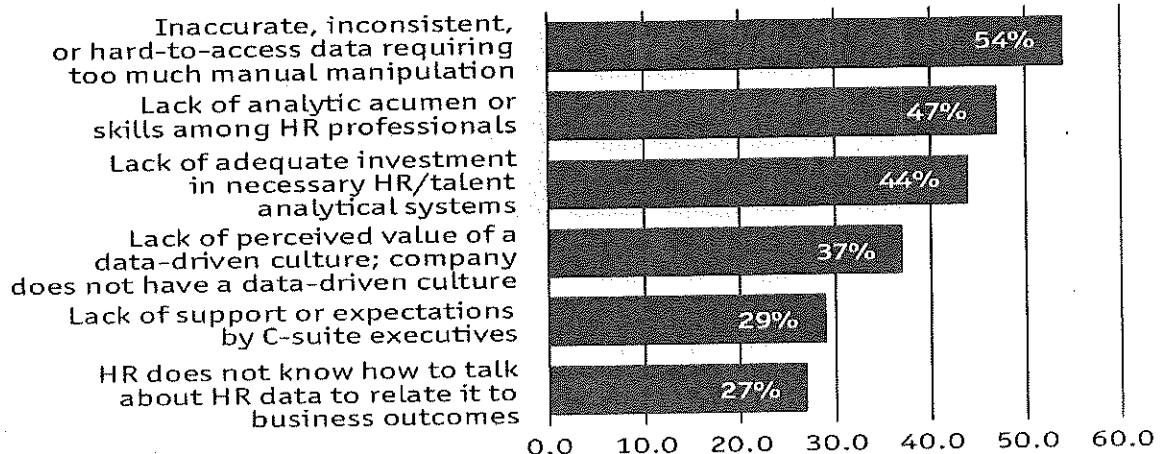
1. Scientific calculator

Read the following issues affecting the use of Human Resources Analytics in Africa and answer the questions below.

QUESTION 1. COMPULSORY

ISSUES AFFECTING USE OF HR ANALYTICS

Biggest obstacles to achieving better use of data, metrics and analysis



Source: Harvard Business Review Analytic Services, HR Joins the Analytics Revolution, page 6

- b) Explain why it is the inaccuracies, inconsistencies or hard-to-access data has the biggest obstacles to achieving better use of data, metrics and analysis? **(10 marks)**

SECTION B – ANSWER ANY THREE QUESTIONS.

QUESTION 1

Small analytics projects leading to positive outcomes is encouraging and will boost future investments and the credibility of HR Analytics Movement in Zimbabwe. Comment **(25 marks)**.

QUESTION 2

Why strong management support is highly needed in creating a data-driven culture inside the organisation? **(25 marks)**.

QUESTION 3

Any business cycle is incomplete in the absence of analysed data. In view of this statement, critically analyse the aspect of human capital budgeting and costing? **(25 marks)**.

QUESTION 4

Explain in brief the meaning of the below captioned stages of analytics and proffer its relevance in the business value chain?

- | | |
|----------------------------|-------------------|
| a) Predictive analytics | (10 marks) |
| b) Analysis and monitoring | (10 marks) |
| c) Reporting | (5 marks) |

Question 5

The core of HR Analytic is the “metric”. Analyse the meaning and value of this word in the administration of HRM. **(25 marks)**.