



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF HUMAN SCIENCES, COMMERCE AND EDUCATION
DEPARTMENT OF GOVERNANCE MANAGEMENT SCIENCES**

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| QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT | |
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| COURSE CODE: HRF512S | COURSE NAME: HUMAN RESOURCES MANAGEMENT FUNDAMENTALS |
| SESSION: NOVEMBER 2022 | PAPER: THEORY |
| DURATION: 3 HOURS | MARKS: 100 |

| FIRST OPPORTUNITY EXAMINATION QUESTION PAPER | |
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| EXAMINER(S) | Ms Elaine Enkali Mr Erenfried Ndjoonduezu Mr Elias Kandjinga Mr Mattie Otto |
| MODERATOR: | Dr Andrew Jeremiah |

| INSTRUCTIONS |
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| 1. Answer ALL the questions. 2. You are expected to apply your subject knowledge to the questions. 3. Write clearly and neatly. 4. Number your answers clearly. |

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

THIS QUESTION PAPER CONSISTS OF 7 PAGES (Including this front page)

SECTION A

Question 1

Multiple choice

(1x10 = 10 marks)

- 1.1. Otjize Embroidery CC advertised a position of an Administration Officer and forty-five people applied for the position. Esther a relative of the HR manager at Otjize Embroidery CC who never applied for the position was appointed. This is an example of:
- a) Moral standard
 - b) Culture of nepotism
 - c) Unethical behaviour
 - d) Affirmative Action
- 1.2. Concerns itself with what is good or right in human interactions.
- a) Values
 - b) Ethics
 - c) HR policy
 - d) Selection
- 1.3. Making ethical decisions always involve two things.
- a) A normative judgement and morality
 - b) Morality and values
 - c) Subjective judgement and objectivity
 - d) Fairness and ignorance
- 1.4. Abraham Maslow hierarchy of needs is centred around the concept of:
- a) Prepotency
 - b) Cryptocurrency
 - c) ERG theory
 - d) Ethics
- 1.5. Selma, Tom, Jessica, and John are top performers in their respective departments. Kris the managing director identified these three top performers to lead the establishment of a new branch in Keetmanshoop. The managing director's decision to appoint the three top performers can be described as:
- a) Decision to design jobs

- b) Decision to allocate tasks workers
 - c) Appointment of a work team
 - d) Implementing vertical work design
- 1.6. Kapana PTY LTD is a fast-growing Namibian SME and employs 53 permanent and 25 seasonal workers. However, the company is struggling to manage its HR data such as leave days, training and pay. The company hired a consultant to do hire them, but it proved a costly exercise. They are now planning to acquire a system called Sage People 300 to resolve their HR data management issues. The system Kapana PTY LTD is planning to acquire is known as:
- a) Payroll data
 - b) Enterprise Resource Management
 - c) Human Resource Information System (HRIS)
 - d) The future of work
- 1.7. Hafeni an independent OD consultant was hired by Kapana PTY LTD to conduct a job evaluation exercise. However, the time given to complete the exercise is very short. Which of the following method do you recommend she uses?
- a) Structured questionnaire
 - b) Individual interview
 - c) Selection
 - d) Observations
- 1.8. Who is responsible for the screening of applicants and removing those that are obviously unrealistic?
- a) Supervisor
 - b) Head of department
 - c) HR officer
 - d) Employment Services bureau in the Ministry of labour
- 1.9. An ongoing process within the context of overall strategic planning and the changing conditions both within and outside the organisation is:
- a) Workforce demand forecasting
 - b) Workforce planning

- c) Strategic management
 - d) Planning
- 1.10. Which of the following is an external source of recruitment
- a) Skills inventory
 - b) Job posting
 - c) LinkedIn
 - d) Job rotation

Question 2

True/false

(1x10 = 10 marks)

- 2.1. An educational institution such as NUST is an external source of recruitment.
- 2.2. Masule is an HR officer at Zambezi Holdings. The company urgently need a truck driver to lessen the burden of two existing truck drivers. To cut cost, Masule advertised on Namibia Integrated Employment Information System (NIEIS). By advertising on NIEIS Masule engaged internal recruitment.
- 2.3. Frederick Herzberg's two factor theory of motivation suggests that people will perform better when they receive continuous feedback on how well they are performing.
- 2.4. Confidentiality and equal opportunities are principles of behaviour.
- 2.5. Arrangements where workers work fewer days than the traditional five workdays a week is known as flexitime.
- 2.6. Nepotism is an effective recruitment strategy especially the hiring of family members of top performing employees in an organisation.
- 2.7. Adding autonomy involves giving an incumbent less control over their job and telling them what to do in line with their job descriptions.
- 2.8. Lectures and apprenticeship are different forms of informal training.
- 2.9. Induction is aimed at gradually orientating new and old employees to the organisation, market, history, policies, and practices.
- 2.10. Procurement is an operative function of human resources and is concerned with obtaining right kind and number of personnel necessary to accomplish organisational goals.

Section B

Question 1

(28 marks)

Read the Induction/onboarding scenarios below and answer the following questions.

Scenario 1

It has been a long shift for Bruce; his first on the night shift in this mental health unit. Gina, the lead practitioner on duty, has been working solidly too. She had hoped to catch up – write up appraisals, check rotas and, of course, talk and listen to concerns. As ever, there have not been enough hours in the day. But she has not forgotten that this is Bruce's first shift and his introduction to the service, so she made the time to explain, answer his questions and find out about him as a person. She has reassured him that he will quickly find his feet and has talked about the value of new staff and their freshness, their ability to see the service through different eyes. Bruce thinks he is going to do OK here.

Scenario 2

Aysha joined the finance team on placement last week. It is a bit more formal than her last one but the work – dealing with contract queries – is interesting and she has enjoyed getting to know the systems and the people – until this morning, that is. She was so embarrassed when Larry, the senior on the team, came over to her section and flung a file down on the desk next to hers. He was abrupt with Simon, the other trainee, pointing out many errors he had made, in a sarcastic way, and telling him that this would jeopardise the team's performance against the monthly returns target. The whole office went quiet. Simon looked totally miserable and Larry just turned and walked away. Aysha will be keeping her head down from now on.

Source: FutureLearn

Questions

- 2.1. Define term induction in your own words (2)
- 2.2. Having read scenario 1 and the Induction role model you have learned, explain how Gina (Bruce supervisor) in Scenario 1 played her role in the induction process. (6)
- 2.3. Having read scenario 2, if you were Larry in scenario 2, how would you have done it differently considering there is a new member (Aysha) added to the team? (4)
- 2.4. Assume you are the HR practitioner in both scenarios (1 and 2). Based on your

2.4. Assume you are the HR practitioner in both scenarios (1 and 2). Based on your understanding of the effectiveness of induction and training, what advise will you give to Gina and Larry? (6)

2.5. Scenario 2 suggests a lack of understanding of the benefits of the induction/onboarding programme. As a trained HR practitioner, advise Larry the benefits of a well-coordinated and implemented induction/onboarding program. (10)

Question 2

(52 marks)

Read the case study below on workforce planning and answer all questions that follows.

Case Study: Workforce planning

At the beginning of the year, the Clean Energy Limited management completed a five-year strategic plan and revised the company's organisational structure also known as an organogram. Five new positions were added to the structure because the organisation plan to expand its operations to different parts of the country. The HR Manager was tasked to conduct a workforce plan and recruitment plan on how the new positions will be filled including employees who resigned and are due for retirement. To ensure the continuation of the company operations, the HR department was instructed to fill all vacant positions as soon as possible because they are deemed critical. However, the advent of COVID-19 presented a different approach to the operations of the company. Suddenly, the HR Manager faced a recruitment dilemma. The recruitment budget was slashed, thus there are not enough funds to advertise to attract a large pool of applicants.

Management also seem withdrawn contrary to their initial suggestion that the vacancies must be filled without delay. Then the HR Manager came up with a plan and requested the management approve the internal job advertisement. This was to test the suitability of internal employees for available positions. The HR Manager suggested to the company management that the job advert be placed on notice boards and via e-mail circulation to all employees. The benefit of an internal advertisement is that it will save the company cost of advertising and a chance for employees to grow within the ranks of their employment.

However, the company management was not convinced that internal employees have the potential to fill the five critical positions. Thus, they prefer that the vacancies also be advertised externally to attract a larger pool of applicants. The job advertisement should allow applicants from inside and outside the organisation to express their interest, the company management argued. Consequently, a decision was taken to advertise in the print media (newspapers), social media platforms, the company website, through employment agencies, and the Namibia Integrated Employment Information System (NIEIS).

Questions

- 4.1. Having read the case study, define the term *recruitment* and identify five sources of recruitment from the case study provided (6)
- 4.2. Based on the case study discuss the efforts made by the HR manager to contribute to Clean Energy Limited's growth strategy. (6)
- 4.3. Due to the current economic downturn due to the Covid-19 pandemic, Clean Energy Limited company cannot afford to recruit someone in these positions. Assume that you are the HR manager, within the context of workforce planning and talent management strategy, how will you approach this situation? (10)
- 4.4. Clean Energy Limited appointed you as their HR manager. One of your key performance areas is to assemble a team of experts to work with you on different HR projects. Discuss in detail five ways how to maintain effectiveness within your team. (5)
- 4.5. As a manager, what type of teams would be appropriate for your department success and why? (10)
- 4.6. In a short summary, how did the "Human Resources Management Fundamental Course" shape your understanding of the role of the Human Resources Department in the organisation? Do you foresee yourself applying what you have learned thus far, how? *Here, you are required to express your understanding in your own words and not listing topics or themes appearing in your prescribed course materials. Also, please note that this question is twofold, the last part of the question requires you to relate theory to practice.* (15)

End of paper
Total Marks: 100

18/12/22
Jemma