



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: RLM621S	COURSE NAME: HUMAN RESOURCES FOR LINE MANAGERS
SESSION: January 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY/SUPPLEMENTARY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms Martha Namutuwa
MODERATOR:	Ms B. Dreyer

INSTRUCTIONS
<ol style="list-style-type: none">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 5 PAGES (Including this front page)

Question 1 (answer all the questions)

(57 marks)

1.1. The organisation brand is a means to competitive advantage and equally suitable talent attraction. Consider NUST as your chosen university operating in a highly competitive tertiary education market. Based on the following key questions that enhances competitive advantage, **how would** you ensure that NUST is attracting the best students and staff? **(15)**

- a) What does the organisation stand for?
- b) What have our clients come to expect from us?
- c) When our name is mentioned, what are people likely to envision?
- d) When our name is mentioned what would we like people to envision?
- e) What must we do to get people to change how they see us?

1.2. NUST hired you as their Human Resource Business Partner (HRBP) for talent Management. One of your roles as the HRBP is to recruit the best available talent using one of the most reliable recruitment methods; the panel/jury interview. **Advise** the panel with six (6) type of competency-based questions they can use to select the most suitable candidates as per the university needs. **(12)**

1.2.1. While conducting the interview, you have observed that Titus (a candidate living with disability) is struggling to express himself and some panel members are getting agitated as you have observed. Based on the knowledge you have gained from the RLM621S Course, **outline** five (5) ways to encourage Titus to talk or express himself freely? **(10)**

1.2.2. After suggesting talking ways to the panel members, Titus emerged out of 'his shell' and performed well and was recommended and appointed to a position of Junior Lecturer. However, as time passes, you have noticed that Titus is not motivated in his Junior Lecturer position, his performance dropped, and he is showing signs of quitting. **How** will you motivate Titus to stay at NUST? **(5)**

1.2.3. After Titus appointment, you are now left with unsuccessful applicants, and it is their

right to know the outcome of the recruitment process. **Explain** why it is important to notify rejected applicants. (4)

1.3. **Mention** four (4) external recruitment sources that you know. (4)

1.4. As workers, we sign employment contracts accepting the right of our employers to provide direction on how work (we are trained to/can do) should be performed when required to meet the needs of the owners of capital (employers/organisations). **Discuss** in detail what workers requires/expect in return that leverages this working relationship. (7)

Question 2 (answer all the questions)

(43 marks)

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

Case study: Engagement Practices at Broadway

Broadway is a small charity providing a range of services and support to homeless people. It employs 180 people in London. Competition for service contracts and talent is fierce in the social care sector, and so Broadway has invested in its employment offer and HR practices to attract the highest quality people, who are looking for engagement at work, and given them the freedom to deliver quality services. Broadway gathered data from its staff survey and benchmarked it against 13 other homelessness charities. Broadway scored highest in 9 out of the 11 categories and achieved the highest organisational score for engagement. They have also been listed in the Sunday Times 100 Best Small Companies for the last three years.

Broadway places a lot of emphasis on only recruiting people who are willing to be engaged and has developed recruitment processes that identify those people. Employees are offered challenging work and the autonomy and flexibility to improve the services that they deliver. Broadway has flexible working practices and staff are trusted to manage their time effectively. However, Broadway ensures that all staff understand the organisation's values and standards, and that they have clarity on what is expected of them. Staff are given the information they need to do their jobs well, and 80 per cent agree that they have plenty of ways to feed their views up the organisation.

The result is quality services that are rated highly by clients, and a reputation as an employer of choice. Eighty-one per cent of clients said they were fully satisfied with Broadway's services in 2008, and demand for jobs at Broadway continues to be considerably higher than for other charities.

Source: MacLeod report: Engaging for success (2007)

Questions

- 2.1. From the case study identify six staff engagement practices used by Broadway. **(6)**
- 2.2. Discuss the significance of employees' engagement practices **(10)**
- 2.3. "Broadway has invested in its employment offer and HR practices to attract the highest quality people, who are looking for engagement at work, and given them the freedom

to deliver quality services". Discuss the above statement within the context of talent attraction, motivation, and retention. **(15)**

- 2.4. In a short summary, how did the four units/topics shape your understanding of staffing in the organisation? Do you foresee applying what you have learned hitherto/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 latter requiring you to relate theory to practice. **(12)**

End of paper

Total Marks: 100

