



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF MANAGEMENT**

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: IHR512S	COURSE NAME: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
SESSION: JANUARY 2020	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SUPPLEMENTARY / SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
1. Answer ALL the questions in Section A and Any Two questions in Section B . 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

SECTION A

Question 1

Multiple choice

(2x10 = 20 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 it for 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
 - 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

(2x10 = 20 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 (NIES). By advertising on NIES Masule engaged internal recruitment.
- 2.3. Frederick Herzberg 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 work days 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 3

(30 marks)

- 3.1. Differentiate between recruitment and selection. **(3)**
- 3.2. Mention and explain three external factors influencing recruitment. **(6)**
- 3.3. Recruiters and candidates have responsibilities in the recruitment process. Mention five responsibilities of a recruiter. **(5)**
- 3.4. Discuss in detail the role Affirmative Action plays in the recruitment process. **(5)**
- 3.5. Mention and explain any three operating functions of the Human Resources department. **(6)**
- 3.6. Value refers to “the performance characteristics, features and attributes and any other aspects of goods and services for which customers are willing to give up resources”. Mention five key elements how human resource strategy can add value to the organisation. **(5)**

Question 4

(30 marks)

Read the case study below and answer the following questions.

Case study 1: Induction Gone Wrong!

Kris is appointed as a HR Practitioner at !Nara Consulting CC on 01 January 2019 as the only HR practitioner in the company. Due to a busy business schedule at a time, no induction or onboarding was conducted for the next six months. In May 2019, Kris drove a company car and was involved in an accident that caused extensive damage to the company vehicle. The cost of repair was estimated at N\$ 32 000.00 and the management is demanding that Kris must pay the cost of repair in full or be dismissed.

Questions

- 4.1. Provide your own understanding of induction. **(2)**
- 4.2. Discuss the three stages of induction !Nara Consulting CC management need to follow when providing Kris, the new employee with induction. **(6)**
- 4.3. Explain the role of Kris (new employee), the HR department, Kris supervisor, the head of department and the shop steward/staff representative in the induction process. **(10)**
- 4.4. Mention seven benefits of a well-conducted induction programme. **(7)**
- 4.5. There are five ways of group working activities, mention all five. **(5)**

Question 5**(30 marks)**

Read the below case study and answer the following questions.

Case study 2: Theories of motivation

The staff working at Delicious Foods CC canteen received a shock to the system when they met Shareefa, their new manager, who immediately launched into a major attack on the way work was being carried out. 'This has to be the worst canteen I have ever set foot in and, whilst I am in charge, things are going to change! It is clear to me that standards have slipped. Don't you have any pride in the important work that you are doing? Keeping the workers going is keeping the factory going. When I look round this kitchen, I can see immediately that food is not being stored properly and that the whole place needs a good clean – honestly, I am surprised you have not managed to kill anyone! As I came through the door, I clearly heard staff being rude to customers and it is taking far too long for people to get served, meaning that their precious lunch-hour is being wasted – that is just not acceptable. I am going into my office to put together a list of things that need to be put right, and when I want this done by, and I want you to get on with it – I do not want any arguments and I certainly do not want any excuses!

From what I have heard, it sounds as though Steven, your previous manager was far too relaxed in his management style – we will be waving bye-bye to that! What is needed round here are some rules and structure, things I intend to put in place from day one'. I have been told that I am a theory X manager, but, for now at least, you will just have to live with that. For anyone who does not like that, well the door is over there! If, and only if, you measure up to my high standards will I be happy to adopt a more democratic style'.

Questions

- 5.1. Do you agree with Shareefa's approach? Motivate your answer. **(3)**
- 5.2. What do you understand by the term motivation? **(2)**
- 5.3. Explain the assumptions under McGregor's Theory X and Y in detail. **(10)**
- 5.4. Explain in detail Abraham Maslow's hierarchy of needs. **(10)**
- 5.5. What does Edwin Locke Goal Setting theory postulate or suggest? **(5)**

Total Marks: 100