



PANIPIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
Faculty of Management Sciences

Department of Management

QUALIFICATION: Bachelor of Human Resources Management	
QUALIFICATION CODE: 07BHRM	LEVEL: 5
COURSE: Introduction to Human Resources Management	COURSE CODE: IHR512S
DATE: JANUARY 2019	SESSION: Paper 1
DURATION: 2 hours	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms. E. January-Enkali Mr. J. Kangowa Ms. E. Kaura-Ndjavera Mr. E. T. Ndjoonduezu
MODERATOR:	Mr. M. Adekoya-Sanni

THIS QUESTION PAPER CONSISTS OF 4 PAGES
(Including this front page)

INSTRUCTIONS

1. Answer ALL the questions.
2. Write clearly and neatly.
3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

SECTION A

QUESTION 1: Indicate whether the following statements are true or false in the answer book provided:

- 1.1 In small organisation basically all managers and supervisors are line specialists who also fulfill the line functions.
- 1.2 An organisation that does not have a good recruitment strategy will not be able to achieve its objectives.
- 1.3 Scientific management techniques are there to maximize performance, according to Fredrick Taylor.
- 1.4 Reference checking is also a form of an employment test that helps the HR officer to determine the right candidate.
- 1.5 Records keeping are not necessary especially for lower level employees in any organisation.
- 1.6 Job design is the process of arranging work activities for managers.
- 1.7 Specialisation is one of the methods used to conduct job analysis.
- 1.8 The anticipatory stage in the induction model is also known as the orientation stage.
- 1.9 Organisation by product is one way of grouping work activity.
- 1.10 Establishing rapport means to make atmosphere friendly for the person being interviewed.

(10)

SECTION B: This section contains only long question and all questions are compulsory.

Question 1

1.1 McGregor argued that manager's view of the nature of people is based on certain assumptions and tend to mould his/her behavior towards employees according to these assumptions. Thus, he proposed two distinct views of people and they are labeled theory X and theory Y. List the assumptions under theory X and theory Y.

(9)

1.2. Work Teams are viewed as a form of work structuring that can facilitate greater task flexibility, cooperation and job satisfaction. Name the five (5) different types of Teams.

(5)

1.3. Job Enrichment programs are seen to be beneficial to organisations. Name any five (5) advantages of Job enrichment.

(5)

Question 2

2.1 Explain job design under the following aspects:

a) Any seven (7) characteristics of a High – Performing Work Team.

(7)

b) Any five(5) factors which may affect job design

(5)

2.2 Explain the statistical forecasting techniques that can be used in workforce planning.

(9)

Question 3

3.1 High-performance companies are the results of effective performance management. Discuss briefly any six (6) of the key attributes that differentiate the culture of high performance companies.

(12)

3.2 Recruitment is the process to acquire a pool of applicants who are available and qualified to fill positions in the organisation. Keeping that in mind, discuss the recruiters' and candidates' obligation in the recruitment process.

(12)

3.3 Explain the differences between Succession planning and Replacement planning

(10)

Question 4

4.1 The owner of a company is concerned about productivity at his furniture factory in Windhoek. His wish at present is to ensure that newcomers immediately start working and become productive. You are an HR specialist and has to advise him/her on the induction process under the following :

a) Name any seven (7) benefits of a well-conducted induction programme.

(7)

4.2 Define validity and discuss at least four (4) methods used to assess it.

(9)

Total = 100 Marks