



**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: November 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY 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 7 PAGES (Including this front page)

Question 1**(40 marks)**

Read the fictional case studies below and answer all the questions that follows.

Case study 1: Ngepathimo Trading

Ngepathimo Trading is a Namibian owned company specialising in engineering and architecture. Judith Masule is the founder and Chief Executive Officer (CEO). In the past five years the business grew, and new branches were established in different parts of the country. The expansion led to the review of the organisation structure and as a result, new layers were added including the Human Resources manager position. Mr Tunya Witbeen occupies this position. The company also has other departments such the Office of the CEO, Engineering and Architecture, Finance and Procurement, Operations and Logistics. Since the business expansion, there has been misunderstandings within the workforce. Some departments hardly engage or consult other departments as they feel they are more important than others. For example, the Engineering and Architecture General manager told Witbeen to stop meddling in the affairs of his department because he has no authority whatsoever. On the other hand, the Safety, Health, Environment & Quality (SHEQ) Manager (under the CEO) also received unfavorable remarks from departments. *"...you think this is your house, how dare you telling us what to do! Go play far with your office Ergonomics and Compliance stories, we know these things better than you. Your position is useless, we never had accidents or safety-related incidents in this company. Why are you here anyway?"* One of the general managers remarked.

The SHEQ Manager was shocked and reported the matter to Judith. The CEO instructed Witbeen to investigate the allegations and provide feedback with recommendations in a week. Among others, Witbeen recommended to Judith that an Employee Climate Survey (ECS) (aimed at assessing employee perception of job satisfaction, leadership, inter-departmental communication and staff and line function issues) be conducted without delay. The findings of the survey were not surprising because misunderstanding, insubordination, interpersonal relations, incompetency, sabotaging, toxic working atmosphere, dictatorship, lack of leadership, and job dissatisfaction are a common feature in the company daily operations. What was interesting about the HR-initiated survey is that it cemented and transformed allegations into a proven and factual narrative to which management future decisions of leading and growing the company can be based.

Questions

- 1.1. The management of Ngepathimo Trading reviewed its organisational structure and added different positions including that of Human Resources. Describe the role of the human resources department at Ngepathimo Trading. **(5)**

- 1.2. Based on the case study, what was interesting about the HR-initiated survey is that it cemented and transformed allegations into a proven and factual narrative to which management future decisions of leading and growing the company can be based. Describe HR planning and explain the significance of HR data to Ngepathimo Trading management. **(15)**

- 1.3. After conducting the Employee Climate Survey misunderstanding, insubordination, interpersonal relations, incompetency, sabotaging, toxic working atmosphere, dictatorship, lack of leadership, and job dissatisfaction are a common feature in the company daily operations. Assume you are Tunya Witbeen the HR manager required to keep the workforce motivated. Using Frederick Herzberg's two factor theory discuss how you can motivate the employees of Ngepathimo Trading. **(20)**

Question 2

(29 marks)

Read the fictional case studies below and answer all the questions that follows.

Foibe, a Talent Management Practitioner at a local company has been in the HR field for over 10 years. She is not someone who values career growth and hardly applies for senior positions. She is content with what she has, and always asks herself why she needs to move elsewhere or change offices. To her, HR is just HR regardless of whether you are a manager or not. She has been involved in many interviews over her working career and can literally prepare the interview process in her sleep. Foibe's record-keeping is poor. She received several warnings on her administrative conduct. In most cases when the process of interviewing candidates has been completed, she packs up all documents including panel members' interview scoresheets and footnotes but in disarray. She later dumps these documents in her office dustbin and requests the cleaner to shred documents including scoresheets of those not recommended for the position. Why keep a bunch of documents if the company recruitment and selection policy indicates that only the highest scorer should be recommended for the position? She asked herself as she joined the paper-shredding frenzy with John, the cleaner.

Moments later, her supervisor called her and informed her that a candidate interviewed for the Senior Marketing Officer position last month has written a letter to the CEO claiming that the interview was unfair and threatened to take legal action against the company. Her supervisor then requested Foibe to provide the interview file of the Senior Marketing Officer position. Foibe is in shock, she rushed to her office to see if John is there. She found John placing an empty dustbin back to where it used to be. John has already returned from the municipality skip container and informed Foibe that he set the papers alight because it's windy and shredded papers were getting scattered. Foibe couldn't believe what is happening and don't know how to handle the matter.

- 2.1. Having read Foibe's story, discuss the importance of documenting the interview process. Remember to link your answer to the case. (10)

- 2.2. Can you blame John for throwing away shredded papers and setting them alight, why or why not? **(5)**
- 2.3. In your view, what implications does Foibe's action has on the entire organisation? Also, if you were Foibe's line manager, what action will you take? **(10)**
- 2.4. Every organisation has an organisational culture, whether it embarks on formal processes to shape that culture or not. Provide two examples of organisational culture. **(4)**

Question 3

(31 marks)

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

Case study: 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 bench-marked 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

- 3.1. From the case study identify six staff engagement practices used by Broadway. (6)
- 3.2. Discuss the significance of employees' engagement practices (10)
- 3.3. "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 purview of talent attraction, motivation, and retention. **(15)**

End of paper

Total Marks: 100

Henrich 18/10/22