



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: HRF512S	COURSE NAME: HUMAN RESOURCES MANAGEMENT FUNDAMENTALS
SESSION: NOVEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Mr. Odilo Sikopo Mr. Ehrenfried Njoonduezu (Tjivi)
MODERATOR:	Ms Wilmari Horn
INSTRUCTIONS	
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, Ruler

THIS PAPER CONSISTS OF 8 PAGES (Including this front page)

SECTION A

Question 1

Multiple choice

(10 marks)

Read the statements below and select the most suitable answer from the choices provided. Indicate the correct answer in your answer script.

- 1.1 Maslow's Hierarchy of needs is one of the most familiar motivational theories. Which one of the following is not part of Maslow's hierarchy of needs? (1)
- a) Self-respect
 - b) Psychological Need
 - c) Existence needs
 - d) All of the above/below
- 1.2 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. (1)
- a) Moral standard
 - b) Culture of nepotism
 - c) Unethical behaviour
 - d) Affirmative Action
- 1.3 Making ethical decisions always involve two things. (1)
- 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. (1)
- 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. (1)
- a) Decision to design jobs
 - b) Decision to allocate tasks workers
 - c) Appointment of a work team

d) Implementing vertical work design

- 1.6 OutMatrix (PTY) LTD is a fast-growing Namibian SME and employs 27 permanent and 15 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 hire 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 OutMatrix (PTY) LTD is planning to acquire is known as. (1)
- a) Payroll data
 - b) Enterprise Resource Management
 - c) Human Resource Information System (HRIS)
 - d) The future of work
- 1.7 Job analysis is the process of studying and collecting information relating to activities and responsibilities of a specific job. There are 6 steps in the job analysis process. Which of the following is the 4th stage in the job analysis process? (1)
- a) Develop a job description and job specification
 - b) Select representative positions
 - c) Analyse the job
 - d) Verify the job analysis information
- 1.8 There are various factors influencing effective recruitment. Which one of the following is not an external factor? (1)
- a) Government policy and legislation
 - b) References
 - c) Labour market conditions
 - d) Trade Unions
- 1.9 When employees have two bosses – one chain of command is functional and is diagrammed vertically, and second is horizontal chain which depicts a project team, such is known as? (1)
- a) Organisation by project
 - b) Flat structure
 - c) Matrix structure
 - d) Organisation by matrix
- 1.10 Informal groups develop because individuals can derive certain benefits from it. Which of the following is a benefit of informal group? (1)
- a) Perpetuation of social and cultural values that group members consider important.
 - b) Status and social satisfaction that may not be enjoyed without group

membership.

- c) Increased ease of communication between group members.
- d) All answers are correct

Question 2

True/False

(10 marks)

Read the statements below and indicate if they are True/False on your answer script.

- 2.1 According to Abraham Maslow's Hierarchy of needs theory, at self-actualisation stage employees would rather prefer a good career path than flexibility. (1)
- 2.2 Confidentiality and equal opportunities are principles of bad behaviour. (1)
- 2.3 Talent retention as an operative function of human resources is concerned with ensuring that employees who are not growth oriented are equally promoted within the structures of the organisation for fairness purposes. (1)
- 2.4 During the structured interview, pre-determined questions are used to maintain a guided order of questioning. (1)
- 2.5 Adding autonomy involves giving an incumbent less control over their job and telling them what to do in line with their job descriptions. (1)
- 2.6 Induction is aimed at gradually orientating new and old employees to the organisation, market, history, policies, and practices. (1)
- 2.7 Dave is a recruitment officer at NWR. The company urgently need 4 cleaners for its newly opened lodges in Opuwo. To cut cost and speed up the process, Dave advertised on Namibia Integrated Employment Information System (NIES). By advertising on NIES Dave engaged in internal recruitment. (1)
- 2.8 Lectures and apprenticeship are different forms of formal training. (1)
- 2.9 Task significance is achieved by broadening the total number of functions to be carried out, thereby giving the task substance. (1)
- 2.10 Alleviation of employee anxiety is a direct benefit of a well-conducted induction program. (1)

Section B: Structured questions

Question 1:

(24 Marks)

- 1.1 Discuss the following terms in relation to Human Resources Management? (12)
(3 Marks each)
- (a) Selection
 - (b) Management
 - (c) Procurement
 - (d) Occupation
- 1.2 Discuss the different interview techniques used by organisations and provide relevant example for each. (12)

Question 2:

(56 Marks)

Read the case study below and answer the following questions.

Title: Salmon farming in Lüderitz becomes a reality

Reporter: Niël Ternlanché
Windhoek Observer

Namibia's African Aquaculture Company (AAC) has taken a significant step towards diversifying the country's aquaculture industry after it was granted an "Offshore Commercial Phase" license to pioneer salmon farming in the Atlantic Ocean near Lüderitz.

Clement Kaukuetu, President of the Namibia Operations at AAC, announced the new development in the project and added that it is a groundbreaking venture for Sub-Saharan Africa.

"The license, effective for 15 years, marks the inception of the region's first commercial salmon farming and production facility," he said in a statement.

The operations will span three offshore sites in the ||Kharas Region, northwest of Lüderitz.

According to Kaukuetu, the company is set to harness the chilly Atlantic Ocean currents to cultivate high-quality Atlantic salmon.

He said that the initial phase of the project is scheduled to begin in early May, with AAC targeting an annual production capacity of 50,000 tonnes of the processed fish.

Kaukuetu added that AAC's venture is backed by Norwegian aquaculture expertise, ensuring that the facilities and operations meet international standards.

"Our collaboration with seasoned Norwegian partners will not only ensure operational excellence but also enable us to implement sustainable farming practices," he said.

According to Kaukuetu, the initiative is expected to make a significant impact on the national and local economy in Lüderitz by creating approximately 5,000 jobs.

"These positions will span various sectors including direct farming, logistics, construction, and services, thereby fostering substantial socioeconomic development in the region," he added.

According to Kaukuetu, AAC is taking proactive steps to establish a local Salmon Farming Association and he said that the move aims to attract additional stakeholders and expand the nascent industry within Namibia and potentially across Sub-Saharan Africa.

"By forming this association, we are laying the groundwork for a robust industry network that will drive innovation and growth in the salmon market, which is already proving lucrative on a global scale," he explained.

He said that the salmon farming project also promises to diversify Namibia's export portfolio and that it will strengthen food security and provide valuable foreign exchange

earnings through exports to international markets.

Questions:

- 2.1 Having read and understood the article, discuss what recruitment is and share any five external sources of recruitment that African Aquaculture Company can rely on to attract and recruit talented employees. (8)
- 2.2 For African Aquaculture Company to achieve their objectives, a lot of effort needs to be invested in the planning of their workforce. Discuss what workforce planning is and the fundamental steps for conducting an effective workforce planning process? (20)
- 2.3 In the recruitment of talented employees for African Aquaculture Company both the employer and the employees will have important obligations to fulfil. Share clearly the obligations that the recruiter and the candidate will have in the recruitment process. Five obligations for each. (10)
- 2.4 After analysing the positions, the HR will have to develop two important documents called the job description and job specification. Explain the meaning of the two documents and why they will be important for the new positions at African Aquaculture Company? (6)
- 2.5 Looking at the targeted number of recruitments, African Aquaculture Company may have to rely on a bureaucratic structure to organise its work effectively. Discuss your understanding of this structure and share any common advantages and disadvantages for this kind of structure (12)

End of paper
Total Marks: 100