



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

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| QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT | |
| QUALIFICATION CODE: 07BHRM | LEVEL: 7 |
| COURSE CODE: HRF512S | COURSE NAME: HUMAN RESOURCES MANAGEMENT FUNDAMENTALS |
| SESSION: JANUARY 2026 | PAPER: THEORY |
| DURATION: 3 HOURS | MARKS: 100 |
| SECOND OPPORTUNITY/ SUPPLEMENTARY 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 MEMO CONSISTS OF 6 PAGES (Including this front page)

SECTION A

Question 1

Multiple choice

(10 marks)

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

- 1.1 Which one of the key decisions is of concern when designing a personnel record and information system? (1)
- a) The extent to which records should be centralized or decentralized
 - b) Wage changes
 - c) Occupation changes
 - d) Job grades
- 1.2 Which of the following are the two forms of horizontal work redesign? (1)
- a) Specialization and Socialization
 - b) Job range and job depth
 - c) Job Rotation and Job Enlargement
 - d) Job Relationships and Job Enrichment
- 1.3 There are a number of differences between personnel management and Human Resources Management. Identify which one of the below mentioned summarizes the difference/s between the two concepts: (1)
- a) Indirect communication/Conflict
 - b) Personnel Management/Leadership
 - c) To monitor/To nurture
 - d) Many/Target group
- 1.4 Matrix structures have been developed to overcome the shortcomings of the functional and product/market organizations. Which of the following functions are representative of such a structure? (1)
- a) Finance
 - b) Projects
 - c) Engineering
 - d) Human Resources
- 1.5 _____ refers to the number of different tasks that make up a particular job. (1)
- a) Job enlargement
 - b) Job depth
 - c) Job range
 - d) Specialization

- 1.6 There are a number of factors influencing job design in an organization. Which one of the following is not one of the factors influencing job design? (1)
- a) Changing Technology
 - b) Abilities of present personnel
 - c) Quality of work life changes
 - d) Boredom of the employee
- 1.7 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
- 1.8 In the Induction process, various people play different roles. The responsibility of the _____ is to issue documents pertaining to the new employee's employment conditions. (1)
- a) Mentor
 - b) HR Department
 - c) Shop steward
 - d) Supervisor
- 1.9 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 answers are correct
- 1.10 _____ means to become what one is capable of becoming. (1)
- a) Growth needs
 - b) Self-esteem
 - c) Self-actualization
 - d) Existence needs

Question 2

(10 Marks)

True/false

- 2.1 Formalization is a variable of organizational structures concerned with the nature and form of the role structures within the organization. (1)
- 2.2 Job enrichment may be dependent upon the strengths of an individual's achievement needs. (1)
- 2.3 Task significance is achieved by broadening the total number of functions to be carried out, thereby giving the task substance. (1)
- 2.4 Job analysis information is ultimately used for determining compensation and benefit structures. (1)
- 2.5 To ensure effective workforce planning, the starting point is the organisation's mission statement and the strategic business plan. (1)
- 2.6 Recruiters have the full right to contact references without the candidate's approval. (1)
- 2.7 Content validity refers to the ability of a test to fairly represent the entire job content or the most important tasks involved. (1)
- 2.8 Alleviation of employee anxiety is a direct benefit of a well-conducted induction program. (1)
- 2.9 Human Resource Information systems are used to collect, organize, store, maintain, retrieve and validate all HR data that may be needed. (1)
- 2.10 NUST as an educational institution is an external source of recruitment. (1)

Section B: Structured questions

Question 1

(47 marks)

- 1.1 Discuss the following terms in relation to Human Resources Management? (12)
- a) Line Authority
 - b) Staff Authority
 - c) Project teams
 - d) Induction
- 1.2 Formal relationships are the organisational relationships that are officially established and prescribed in the organisational manual, charts, and job descriptions. Identify and discuss the common formal relationships that exists in organisations. (9)
- 1.3 Having discussed the relationships above, identify the principles that govern the responsibility and authority relationships in organisations. (8)
- 1.4 Do you have a job in mind once you graduate from NUST, or maybe a dream job that you hope to land someday? Using a practical structure learn in Human Resources Fundamentals Write a job description for the job. Include as much detail as possible. (10)
- 1.5 As an HR manager, you are responsible for overseeing the development of training programs for your company. What steps would you take to design a program? (8)

Questions 2

(33 Marks)

Read the case study below and answer the following questions.

Case study 1: Bullying and harassment at a workplace

Buitamo went to HR to complain of bullying and harassment from her manager. The manager was a highly successful salesperson who brought in a lot of money for the organisation. Upon receiving the complaint, the HR manager and the Senior HR Officer discussed the complaint and decided not to record the complaint because then it becomes a formal process they must follow which creates a lot of work and disruption for everyone. Instead, to avoid the risk of losing the successful manager, they have a quiet word with them and ask them to change their behaviour to stop further complaints.

Questions

- 2.1 Based on the fundamental rights of employees and ethical behaviour of HR practitioners in organisation, did the HR manager and the Senior HR officer make the right decision? Explain in detail (7)
- 2.2 Mention and explain five principles of behaviour for HR practitioners? (10)
- 2.3 Provide your own understanding of Human Resources Information Systems (HRIS) and why it is important for an organisation. (6)
- 2.4 In a short summary, how did the “Human Resources Management Fundamental Course” shape your understanding of the role of the Human Resources Department in the organisation? Do you foresee yourself applying what you have learned thus far, how? (10)

Answer:

End of paper
Total Marks: 100