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: 6**
COURSE CODE: CHR612S	**COURSE NAME: CONTEMPORARY ISSUES IN HUMAN RESOURCES**
DATE: JUNE 2025	**PAPER: 1**
DURATION: 3 HOURS	**MARKS: 100**

FIRST OPPORTUNITY QUESTION PAPER	
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INSTRUCTIONS
1. Answer all questions 2. Answer the asked questions 3. Read the case study carefully before attempting questions 4. Write clearly and neatly. 5. Number your answers.

THIS FIRST OPPORTUNITY QUESTION PAPER CONSISTS OF 11 PAGES (Including the cover front page)

SECTION A **(40 marks)**

QUESTION 1 -Multiple choice questions **(10 marks)**

Choose the correct answer from the four choices provided per question.

1.1 The theory considers personal characteristics that differentiate leaders from non-leaders or followers: (1 mark)

a) Behavioural theory
b) Contingency theory
c) Great man theory
d) Trait theory

1.2 Psychometric tests include measuring: (1 mark)

a) Behaviour
b) Attitudes
c) Aptitudes
d) Recognition abilities

1.3 Which of the below is not part of the predicted internal supply of labour? (1 mark)

a) Work trends emerging
b) Worked overtime
c) Work Absence
d) Average length of service of personnel

1.4 Which of the following is not a benefit of career management? (1 mark)

a) Increasing employee motivation
b) Facilitating fair and equitable recruiting
c) Reducing organisational competitiveness
d) Retaining high-potential employees

1.5 Traditional selection methods involve the following: (1 mark)

a) Job applicant
b) Human Resources officer
c) Interviewing
d) Letter of offer

1.6 The training Programme that occurs when an employee commences employment with an organisation is called what? (1 mark)

a) First-day Program
b) Socialization Program
c) Orientation Program
d) Screening Program

1.7 Which of the following is not part of the internal factors influencing selection? (1 mark)

a) Size of the organisation
b) Type of the organisation
c) Labour market
d) Applicant pool

1.8 HR professionals as strategic partners need to: (1 mark)

a) Promote and market HR
b) Facilitate and promote teamwork
c) Facilitate a conducive environment to support innovation and risk-taking
d) Be analytic, strategic and creative thinkers as they should set the pace at the top

1.9 Workforce planning is the first link in the HR provisioning chain, and it is constituted of the internal and external environmental analysis. Which of the below is not an external factor of workforce planning? (1 mark)

a) Political environment
b) Organisational environment

c) Social environment

d) Economic environment

1.10 Step 1 in a practical approach to career management includes: (1 mark)

a) Linking career development with environmental trends

b) Linking career development with organisational strategy

c) Matching individual goals with organisational goals

d) Continuous two-way communication Increased automation

QUESTION 2 **(10 marks)**

Choose whether the following statements are true or false.

2.1. Step three (3) of the risk management process includes risk profiling and evaluation.

(1 mark)

2.2 Two ways through which an employee can progress in a career is through managerial or professional managerial ladders. (1 Mark)

2.3 Talent management dashboards manage the entire orientation process from the arrival of new employees, administrative issues and introducing new employees to colleagues.

(1 mark)

2.4 Locus of control explains the degree to which individuals feel they have control over their lives

(1 mark)

2.5 Job analysis is the systematic process of collecting, evaluating and arranging information about the duties and responsibilities of a job to produce a job description and job specialisation.

(1 Mark)

2.6 Artificial Intelligence-mediated HR practices have the potential to significantly impact employee experience, and one of their positive impacts is the potential for job displacement for some. (1 Mark)

2.7 According to the Trait theory, traits are different individual attributes such as personality, common temperament, common needs, moves and values. (1 mark)

2.8 Reducing organisational competitiveness is a benefit of career management. (1 mark)

2.9 Aggressiveness is better reflected in the degree to which managers focus on results or outcomes rather than on how these outcomes are achieved. (1 mark)

2.10 Primary elements for implementing career management programmes include the publication of vacancies. (1 mark)

QUESTION 3 -Short questions **(20 marks)**

3.1 Clarify the difference between a strong and weak organisational culture. (4 marks)

3.2 Discuss the concept of corporate branding. (2 marks)

3.3 Explain staffing inventories in the context of human resources. (2 marks)

3.4 Discuss any two key technologies associated with Industry 4.0. (2 marks)

3.5 Describe the meaning of the psychological contract concerning talent attraction. (2marks)

3.6 Distinguish the difference between Industry 4.0 and the 4th Industrial Revolution. (2 marks)

3.7 Define workforce planning. (2 Marks)

3.8 Distinguish between HR Metrics and Analytics and explain two examples of HR metrics. (4 marks)

SECTION B **(60 marks)**

QUESTION 4 - Discussion questions **(40 marks)**

4.1 Discuss the concept of leadership and separately name and explain the three levels of leadership. (8 marks)

4.2 Define talent and specify the four role players in realising talent management. (6 marks)

4.3 There are five reasons why employees stay in an organisation; discuss any four. (8 marks)

4.4 Leaders are faced with both internal and external challenges in the changing world of work. Outline the five prominent challenges leaders are grappling with in the New World of work. (10 Marks)

4.5 Identify and explain each of the four (4) pillars of HR professionalism. (8 marks)

QUESTION 5 - Case study questions **(20 marks)**

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

The Impact of Industry 4.0 On The Human Workforce: Efficiency And Productivity

Article Written by: Ganesh Veerappan

The advent of Industry 4.0 has heralded a new era of unprecedented technological advancements, promising to reshape industries and economies worldwide. At the heart of this revolution lies the

convergence of digital technologies, automation, and artificial intelligence, presenting an intricate tapestry of opportunities and challenges for the human workforce. As we delve into this transformative landscape, examining the profound impact of Industry 4.0 on human labor becomes essential. The way we look at machines and human interaction is changing drastically. Industry 4.0, the Fourth Industrial Revolution, integrates physical and cyber systems, leading to a new level of automation and data exchange in manufacturing and other industries. This transition is made possible by technologies such as the Internet of Things (IoT), Big Data and Analytics, Cloud Computing, Artificial Intelligence (AI), and advanced Robotics.

The impact of Industry 4.0 on the human workforce is twofold. On the one hand, it leads to higher efficiency and productivity as machines take on more tasks than humans currently perform. On the other hand, it leads to a need for new skills and knowledge as the tasks performed by humans change in nature. This blog explores how this technological revolution is reshaping the nature of work, offering insights into how businesses and individuals can harness the power of technology to foster a harmonious collaboration between man and machine while driving unparalleled efficiency and productivity in the workplace.

What is Industry 4.0?

Industry 4.0 is the term used to describe the fourth industrial revolution. Integrating physical and cyber systems leads to a new level of automation and data exchange in manufacturing and other industries. Industry 4.0 was first used in 2011 by a German government initiative to secure Germany's position as a leading manufacturing nation. The initiative aimed to promote investment in new technologies and approaches that would increase the productivity and competitiveness of German manufacturers. However, the term Industry 4.0 has since been adopted by many other countries and is no longer specific to Germany.

It entails the convergence of technologies like the Internet of Things (IoT), artificial intelligence (AI), robotics, big data analytics, and cyber-physical systems, creating "smart factories" and enabling real-time data exchange and autonomous decision-making. Industry 4.0 aims to enhance manufacturing efficiency, productivity, and flexibility, revolutionizing traditional industries and redefining work processes to drive economic growth and innovation in the 21st century.

The Technical Advances of Industry 4.0

The technical advances that are enabling Industry 4.0 include the following:

The Internet of Things (IoT)

IoT refers to the network of interconnected physical devices, sensors, and machines that can collect, exchange, and analyze data. It enables real-time monitoring and control of equipment and processes, facilitating predictive maintenance, optimizing production, and improving overall efficiency.

Big Data and Analytics

With the vast amount of data generated by IoT devices and other sources, big data analytics tools and techniques are utilized to process and analyze this data. It enables businesses to gain valuable insights, make data-driven decisions, and optimize processes.

Cloud Computing

Cloud computing provides scalable and on-demand access to computing resources over the internet. It allows companies to store and process large amounts of data, collaborate remotely, and deploy complex applications without significant infrastructure investments.

Artificial Intelligence (AI)

AI encompasses various technologies, including machine learning, natural language processing, and computer vision. AI-powered systems can learn from data, make intelligent decisions, recognize patterns, and automate complex tasks, enhancing productivity and smarter decision-making.

Advanced Robotics

Robotics is the branch of technology that deals with the design and operation of robots. Advanced robotics, including industrial and collaborative robots (cobots), are employed in manufacturing and logistics. They automate repetitive tasks, increase precision, and improve safety by collaboratively working alongside humans.

Autonomous Vehicles

Autonomous vehicles, such as drones and self-driving cars, use AI and sensors to navigate and operate without human intervention. They are revolutionizing logistics, transportation, and delivery services by increasing efficiency and reducing costs.

Nanotechnology

Nanotechnology involves manipulating materials at the nanoscale level. It leads to developing advanced materials with unique properties, such as increased strength, conductivity, and durability, with applications in diverse industries like electronics, healthcare, and energy.

Augmented Reality (AR) and Virtual Reality (VR)

AR and VR technologies overlay digital information in the real world or create immersive virtual environments. They find applications in training, maintenance, design, and remote assistance, improving operational efficiency and reducing errors.

These technical advances of Industry 4.0 are reshaping industries, transforming business processes, and redefining the relationship between humans and technology in the modern digital era.

How Industry 4.0 is Changing the Workplace?

Industry 4.0 is bringing about significant changes in the workplace, revolutionizing how businesses operate and how employees carry out their tasks. Here are some of the ways Industry 4.0 is transforming the workplace:

Automation of Repetitive Tasks

Industry 4.0 introduces advanced robotics and automation, taking over repetitive and mundane tasks that human workers previously performed. This shift allows employees to focus on more creative and strategic aspects of their jobs, increasing job satisfaction and higher-value contributions.

Enhanced Efficiency and Productivity

Integrating IoT, AI, and data analytics enables real-time monitoring and optimization of production processes. This results in enhanced efficiency, reduced downtime, and increased overall productivity, enabling companies to meet market demands effectively.

Customization and Personalization

Industry 4.0 technologies, such as additive manufacturing, enable mass customization of products to meet individual customer needs and preferences. This level of personalization was not feasible in traditional manufacturing processes.

Upskilling and Reskilling

The adoption of Industry 4.0 technologies demands a workforce with relevant technical skills. Employees are encouraged to undergo upskilling and reskilling programs to adapt to new technologies, ensuring they remain relevant and employable in the changing job landscape.

Remote Work and Flexibility

Industry 4.0 technologies, such as cloud computing and collaboration tools, facilitate remote work arrangements. Employees can work from anywhere, improving work-life balance and access to a global business talent pool.

Real-Time Decision-Making

With abundant data and advanced analytics, businesses can make data-driven decisions in real time. This agility helps respond swiftly to market changes and customer demands, staying competitive in dynamic environments.

Safety and Risk Mitigation

Implementing autonomous systems and robots in hazardous environments reduces the risk to human workers. This not only improves workplace safety but also lowers the number of workplace accidents.

Human-Robot Collaboration

Industry 4.0 promotes collaboration between humans and robots (cobots). Cobots can work alongside humans, assisting in tasks and augmenting human capabilities, increasing efficiency and faster production speed.

5.1 Why are upskilling and reskilling important in the context of Industry 4.0? (2 marks)

5.2 How does Industry 4.0 enable remote work and flexibility? (2 marks)

5.3 How does Industry 4.0 affect the nature of human work? (2 marks)

5.4 Name and explain at least four key technologies driving Industry 4.0. (4 marks)

5.5 How are Artificial Intelligence (AI) and Big Data transforming decision-making in the workplace? (2 marks)

5.6 What is the impact of Industry 4.0 on workplace safety? (2 marks)

5.7 Explain the concept of human-robot collaboration in Industry 4.0. (2 marks)

5.8 What role does the Internet of Things (IoT) play in Industry 4.0? (2 marks)

5.9 In what ways does Industry 4.0 support customization and personalization in production? (2marks)

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