



**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: JANUARY 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms Elaine Enkali Mr Erenfried Ndjoonduezu Mr Elias Kandjinga Mr Mattie Otto
MODERATOR:	DR Andrew Jeremiah
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
2. Ruler

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

SECTION A (Multiple Choice and True/False)

Question 1

Multiple choice

(1x10 = 10 marks)

- 1.1. Formal Relationships are those that are officially established and prescribed in the organizational manual, charts, and job descriptions. Which of the following identifies the three basic relationships within this category?
- a) Responsibility/Authority/Accountability
 - b) Responsibility/Indirect Communication/Conflict
 - c) Authority/Direct Communication/Positivity
 - d) Accountability/Positivity/Sharing
- 1.2. There a number of factors influencing job design in an organization. Which one of the following is not one of the factors influencing job design?
- a) Changing Technology
 - b) Abilities of present personnel
 - c) Quality of work life changes
 - d) Boredom of the employee
- 1.3. 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 one of the following is the 4th stage in the job analysis process?
- a) Develop a job description and job specification
 - b) Select representative positions
 - c) Analyse the job
 - d) Verify the job analysis information
- 1.4. There are various ways of collecting data in the job analysis process. Identify on of these methods below:

- a) Individual Interviews
- b) Observations
- c) Self-reports
- d) All answers are correct

1.5. There are various factors influencing effective recruitment. Which one of the following is not an external factor?

- a) Government policy and legislation
- b) References
- c) Labour market conditions
- d) Trade Unions

1.6. The performance management process can be broken down into four key activities that in practice tend to overlap. Which one of the following illustrates the key activities in this process?

- a) Setting standards/performance evaluation/feedback/re-strategize
- b) Planning/coaching and mentoring/measurement and evaluation/feedback and documentation
- c) Objectives/evaluator/method/re-strategize
- d) Planning/evaluate/feedback/development plan

1.7. 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?

- a) Self-respect
- b) Psychological Need
- c) Existence needs
- d) All answers are correct

- 1.8. Which one of the key decisions is of concern when designing a personnel record and information system?
- a) The extent to which records should be centralized or decentralized
 - b) Wage changes
 - c) Occupation changes
 - d) Job grades
- 1.9. An organised factual statement which entails the contents, the environment, conditions, duties and responsibilities of a specific job is known as?
- a) Job description
 - b) Job design
 - c) Job specification
 - d) Autonomy
- 1.10. Informal groups develop because individuals can derive certain benefits from it. Which of the following is a benefit of an informal group?
- 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

(1x10= 10 marks)

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

SECTION B (STRUCTURED QUESTIONS)

(80 MARKS)

ANSWER ALL THE QUESTIONS

Question 1

(14 marks)

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

DIGGING UP THE DIRT

On a rainy night in Windhoek, Josh Angula, 22, was surfing the Internet and came across a Web site called Fray. After reading a post asking whether anyone had been high lately, Angula started typing away: "Actually, yes, about 36 hours ago". "Two Rolls Royces and four hits of liquor later, I was at a Playboy-themed birthday party . . . It's hard to say no when a pretty girl is popping things into your mouth."

Posting a blog entry like Angula's seems so innocent and so easy to do. Yet what takes a few seconds to type can last forever. Angula posted his entry, and a blogger named Jason Kottke immediately linked to the blog, and Angula's entry was on its way to more than 100,000 Google hits. Although people post blog entries for numerous reasons, it is critical to remember that what seems quick, and innocent now can be fodder for prospective employers later. Someone asked Angula whether he worried that a future employers would check up on him. He replied, "I might not have made the post if I'd thought of that question beforehand. As far as future employers go, I'd hope they wouldn't try and dig that deeply into my personal background." The fact of the matter is that a lot of employers *are* checking up on their current and prospective employees. Flight attendant Ellen Naboth lost her job at Air Namibia after she posted some suggestive pictures of herself in uniform (even though she did not identify Air Namibia as her employer). She sued the company for unfair dismissal and lost.

Heather Beukes wrote about her job in a blog and was fired. She started a Website (Dooce.com), which spawned a neologism— "Dooce"—to describe workers who are fired for what they post on the Website. Such concerns are causing some people to be careful. Dave Cloete, a senior HR practitioner at the University of Namibia, recently pulled his Facebook profile. "Employers are looking at these things," he said.

Source: Unknown

Questions

1. In your view, do you think employers have a right to check into applicants by "Googling" them, or checking out sites like Facebook, justify your answer? (3)

2. Before posting entries on a blog or Web site like Twitter or Facebook, do you think about whether current or future employers might have access to the information? What information should you avoid posting on social media as a job seeker and why? **(6)**

3. If you worked for a company that wanted you to examine the feasibility of fishing the internet for information about job applicants as a means of background checking, what would you advise? Would your advice depend on the nature of the job? **(5)**

Question 2**(66 marks)**

1. Reflect on any job that you are familiar with and perform a job enrichment exercise on it. Your answer should clearly reflect the various components of job enrichment. **(10)**
2. Explain the following interview techniques by providing relevant examples for each. **(8)**
 - a. Problem interviews
 - b. Jury interviews
 - c. Group interview
 - d. Stress interviews
3. 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)**
4. According to Herzberg's Two-Factor Theory, how might a manager motivate employees? **(10)**
5. HR professionals are expected to adhere to a number of principles of behaviour in executing their duties. Name any 5 of the principles that you regard as the most crucial and motivate why you regard them as important. **(10)**
6. Your company just recently migrated from a manual record keeping system to a computerized system. Like in most cases, there are employees who are in favor of the migration and those that resists it heavily. How will you convince those "resisters", that migration would be indeed in the best interest of the company. Also, indicate the drawbacks of the migration to those that is in favor of it. **(10)**
7. Do you have a job in mind once you graduate from NUST, or maybe a dream job that you hope to land someday? Write a job description for the job. Include as much detail as possible. **(10)**

End of paper**Total Marks: 100**

18/10/22 