



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

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

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: WHE721S	COURSE NAME: EMPLOYEE WELLNESS, HEALTH AND ERGONOMICS
SESSION: DECEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms. ENP KAURA
MODERATOR:	Ms B DREYER

INSTRUCTIONS
7. Answer ALL the questions. 8. Write clearly and neatly. 9. Number the answers clearly.

PERMISSIBLE MATERIALS

5. Examination paper.
6. Examination script.

THIS EXAMINATION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A

[43 marks]

QUESTION 1

Case study

The Chamber of Mines of Namibia has raised concern over a rise in the injuries recorded by mines across the country.

Chamber president Zebra Kasete says lost day injuries and disabling injuries in 2024 increased by 26.3% and 12.3%, respectively.

He was speaking during a mining industry review for 2024 in Windhoek last week.

“The chamber also witnessed a concerning rise in safety incidents among its members in 2024. The lost day injury frequency rate and disabling injury frequency rate showed upward trends, reflecting an increase in incidents relative to the total number of shifts worked,” said Kasete, adding that these trends undercut safety performance improvements in 2023. Kasete said most of the recorded incidents were a result of complacency in adhering to safety protocols, with insufficient oversight of contracted employees being another factor. Kasete added that to address these pressing challenges, the Health and Safety Committee has called on top-level management to directly confront issues of complacency.

“The committee is also exploring strategies to better integrate and monitor contracting companies, ensuring that safety practices are rigorously upheld and necessary procedures effectively implemented,” said Kasete. He added that the chamber strives for zero harm and is dedicated to fostering a secure and safe working environment for all employees.

In May 2024, Rössing Uranium Mine recorded an incident during the installation of its solar plant involving a subcontractor, in which a worker died during the offloading of solar panels. These panels, packaged in crates weighing 1.3 tonnes each, were not properly secured to the forklift, despite the presence of safety instructions.

According to the report, the root cause of the accident was identified as a failure to follow established safe work procedures. In response, immediate measures were implemented, including the appointment of a new site manager and the addition of translators and safety officers to enhance communication and oversight between contractors and on-site personnel.

By Shania Lazarus, 29 April 2025

QUESTIONS

- 1.1 Identify four contributing factors to the accident and rise in injuries. (4)
- 1.2 What corrective actions did the mine implement after the accident? (4)
- 1.3 Discuss the concept of “complacency” in occupational health and safety. How did complacency contribute to the rising incidents in Namibian mines in 2024? (3)
- 1.4 Evaluate the role of management in ensuring compliance with safety protocols in the mining industry. Use examples from the case scenario to support your argument. (5)
- 1.5 Identify and explain five strategies that the Chamber of Mines could adopt to strengthen contractor safety management. Justify why these would be effective. (5x2=10)
- 1.6 Using the Rössing Uranium Mine case, analyse how communication barriers can affect occupational safety. (5)
- 1.7 In the context of the workplace health and safety incident outlined in the case study, management have a heavy responsibility to make the work environment safe and viable. To do this, attention must be given to these considerations: Legal, Moral, Economic and Psychological considerations. Discuss these considerations in the context of the case at hand. (4x3=12)

SECTION B

[57 marks]

QUESTION 2

- 2.1 According to the Labour act no 11 of 2007, section 39-40, employers have duties and obligations in terms of health, safety and wellness of their employees and to persons other than employees. Discuss what is covered under that section. (12)
- 2.2 Healthcare and allied services worker’s occupational health risks and hazards haven been neglected for years and only enjoyed attention lately.
- a) Which workers are classified as healthcare workers? (5)
- b) Highlight the roles which the occupational health care professional should play to ensure that a safe working environment is indeed promoted. (5)
- c) To which risks and hazards are these groups exposed to? (5)

QUESTION 3

- 3.1 Ergonomics is a key approach to promoting wellness, health, and safety in the workplace and should be incorporated into all work-related tasks and planning. What factors should be considered when implementing ergonomic practices in the workplace? (10)
- 3.2 Once the occupational health practitioner becomes aware through observation and complaints from a particular worker and/or a group of workers that might have contracted a disease through exposure to a particular hazard, he/she is expected to start with the management thereof. Discuss the steps that you will follow to manage occupational diseases. (10)

QUESTION 4

Workplace violence is a growing concern in many organisations. Discuss its main forms of violence under the following:

- a) Interventions for violence in the workplace (5)
- b) Employer activities to reduce violence in professions prone to violence. (5)
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