



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 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
FIRST OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Mr. Odilo Sikopo Mr. Simasiku Kamwi
MODERATOR:	Mr. Elias Kandjinga
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 QUESTION PAPER CONSISTS OF 7 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 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
- 1.2 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 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
- 1.4 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? **(1)**
- a) Changing Technology
 - b) Abilities of present personnel
 - c) Quality of work life changes
 - d) Boredom of the employee
- 1.5 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
- 1.6 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
- 1.7 Abraham Maslow hierarchy of needs is centred around the concept of _____ (1)
 - a) Prepotency
 - b) Cryptocurrency
 - c) ERG theory
 - d) Ethics
- 1.8 Which of the following is an external source of recruitment? (1)
 - a) Skills inventory
 - b) Job posting
 - c) LinkedIn
 - d) Job rotation
- 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 of the above/below
- 1.10 An organised factual statement which entails the contents, the environment, conditions, duties and responsibilities of a specific job is known as? (1)
 - a) Job description
 - b) Job design
 - c) Job specification
 - d) Autonomy

Question 2

True/False

(10 marks)

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

- 1.1. Frederick Herzberg's two factor theory of motivation suggests that people will perform better when they receive continuous feedback on how well they are performing. **(1)**
- 1.2. 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)**
- 1.3. Alleviation of employee anxiety is a direct benefit of a well-conducted induction program. **(1)**
- 1.4. An educational institution such as NUST is an external source of recruitment.
- 1.5. Adding autonomy involves giving an incumbent less control over their job and telling them what to do in line with their job descriptions. **(1)**
- 1.6. Confidentiality and equal opportunities are principles of behaviour. **(1)**
- 1.7. Arrangements where workers work fewer days than the traditional five work days a week is known as flexitime. **(1)**
- 1.8. Nepotism is an effective recruitment strategy especially the hiring of family members of top performing employees in an organisation. **(1)**
- 1.9. Induction is aimed at gradually orientating new and old employees to the organisation, market, history, policies and practices. **(1)**
- 1.10. Procurement is an operative function of human resources and is concerned with obtaining right kind and number of personnel necessary to accomplish organisational goals. **(1)**

Section B: Structured questions

Question 1:

(22 Marks)

1.1 Discuss the following terms in relation to Human Resources Management? **(12)**

(3 Marks each)

- (a) Work team
- (b) Project teams
- (c) Job Depth
- (d) Performance Management

1.2 Discuss in detail five ways how to maintain effectiveness within your team? **(10)**

Question 2:**(58 Marks)**

Read the case study below and answer the following questions.

Green hydrogen: 250 000 jobs targeted by 2040**Jemima Beukes, 2024**

The green hydrogen sector will likely create more than 250 000 jobs by 2040. This according to Joseph Mukendwa, head of planning and skills development at the Green Hydrogen Commission.

Speaking during a media briefing held at the commission's offices yesterday, he said they are now in the process of coming up with a comprehensive skills development strategy and plan to determine the skills needed for the new sector. "We are looking to establish a body that has representatives from all these key stakeholders and we are referring to it as the national task force on skills development, education and research," he said.

"There is this myth that the green skills that are going to be needed are going to be very specialised, but what is coming out of the research that is being done internally and locally, you will actually find that the kind of skills that are needed are solar panel installers, wind turbine technicians, health and safety personnel, welders, technicians, truckdrivers, bricklayers, plumbers and pipefitters," Mukendwa said.

Namibia Green Hydrogen Programme impact and environmental, social and governance head, Eline van der Linden, explained that over 400 individuals have already been employed in the green hydrogen sector while approximately N\$170 million has been pumped into the economy through various small and medium-sized enterprises (SMEs) for a range of services. While some of these jobs are permanent, most are temporary.

She mentioned that this is perhaps an opportune time to review the Environmental Management Act to see whether there is a need to update it to accommodate the new practices that are coming into play now.

"We also know that given the size of Namibia, it is extremely difficult to manage the environmental plans, so we are looking at some solutions in that space, drawing in some officials from other ministries to help with oversight and keep in check. The ministry of agriculture is going into the field, we are going into the field; maybe we can join hands," she said.

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Questions:

- 2.1 For the green Hydrogen Commission to achieve their objective, a lot of effort needs to be invested in the planning of their workforce. After carefully understanding the case study, discuss what workforce planning is and the fundamental steps for conducting an effective workforce planning process? **(20)**
- 2.2 Aligning the positions to the organisational business plan will need the HR to conduct proper Job analysis for all the required jobs. Discuss the sequential steps that the Green Hydrogen Commission HR has to follow to achieve this objective? **(12)**
- 2.3 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 the Commission? **(6)**
- 2.4 Getting all the positions may require the utilization of different sources of recruitment by the HR. Define the term recruitment, and identify five sources of recruitment that the HR could have utilise in the filling of the positions? **(6)**
- 2.5 As a new programme the commission is faced with a challenge of inducting new employees and training them for continuous improvement and proper execution of their responsibilities. The two activities are closely related and interdependent. Explain the difference between Induction and training? **(4)**
- 2.6 Considering that the Commission may target top specialised talents in the field of Green Hydrogen, the HR may overlook proper induction. Share some direct costs and benefits associated with the induction programme. **(10)**

End of paper
Total Marks: 100