



**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 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
SECOND OPPORTUNITY/ SUPPLEMENTARY 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 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. 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
- 1.2 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? **(1)**
- a) Responsibility/Authority/Accountability
 - b) Responsibility/Indirect Communication/Conflict
 - c) Authority/Direct Communication/Positivity
 - d) Accountability/Positivity/Sharing
- 1.3 There are various ways of collecting data in the job analysis process. Identify on of these methods below: **(1)**
- a) Individual Interviews
 - b) Observations
 - c) Self-reports
 - d) All answers are correct
- 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 _____ (work team) comprises of employees who meet on a weekly basis to discuss ways of improving the quality of products, efficiencies, and environment. **(1)**
- a) Quality Circles
 - b) Project Teams
 - c) Virtual Teams
 - d) Problem-Solving Teams

- 1.6 _____ is an attempt to make estimates of the supply and demand of various types of labour. (1)
- a) Workforce forecasting
 - b) Workforce planning
 - c) Demographics
 - d) Statistics
- 1.7 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 this process? (1)
- 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
- 1.8 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
- 1.9 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
- 1.10 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

Question 2

(10 Marks)

True/false

- 2.1 Confidentiality and equal opportunities are principles of behaviour by the HR Practitioners. (1)
- 2.2 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)
- 2.3 Induction is aimed at gradually orientating new and old employees to the organisation, market, history, policies and practices. (1)
- 2.4 Staff authority creates a superior-subordinate relationship. (1)
- 2.5 Job enrichment may be dependent upon the strengths of an individual's achievement needs. (1)
- 2.6 Job analysis information is ultimately used for determining compensation and benefit structures. (1)
- 2.7 To ensure effective workforce planning, the starting point is the organization's mission statement and the strategic business plan. (1)
- 2.8 Content validity refers to the ability of a test to fairly represent the entire job content or the most important tasks involved. (1)
- 2.9 Task significance is achieved by broadening the total number of functions to be carried out, thereby giving the task substance. (1)
- 2.10 Recruiters have the full right to contact references without the candidate's approval. (1)

Section B

Question 1

(24 marks)

Read the case study below and answer the following questions.

Case study 2: Theories of motivation

The staff working at Delicious Foods CC canteen received a shock to the system when they met Shareefa, their new manager, who immediately launched into a major attack on the way work was being carried out. 'This has to be the worst canteen I have ever set foot in and, whilst I am in charge, things are going to change! It is clear to me that standards have slipped. Don't you have any pride in the important work that you are doing? Keeping the workers going is keeping the factory going. When I look round this kitchen, I can see immediately that food is not being stored properly and that the whole place needs a good clean – honestly, I am surprised you have not managed to kill anyone! As I came through the door, I clearly heard staff being rude to customers and it is taking far too long for people to get served, meaning that their precious lunch-hour is being wasted – that is just not acceptable. I am going into my office to put together a list of things that need to be put right, and when I want this done by, and I want you to get on with it – I do not want any arguments and I certainly do not want any excuses!

From what I have heard, it sounds as though Steven, your previous manager was far too relaxed in his management style – we will be waving bye-bye to that! What is needed round here are some rules and structure, things I intend to put in place from day one'. I have been told that I am a theory X manager, but, for now at least, you will just have to live with that. For anyone who does not like that, well the door is over there! If, and only if, you measure up to my high standards will I be happy to adopt a more democratic style'.

Questions

- 1.1 Do you agree with Shareefa's approach? Motivate your answer. (4)
- 1.2 Having read the above case study, explain the assumptions under McGregor's Theory X and Y in detail? (10)
- 1.3 Reflect on your own teamwork experience under the following conditions. (10)
 - What was the task?
 - How did you achieve it?
 - What have you learned?
 - What were the benefits of that task?
 - What were the challenges and how did you solve them?

Question 2**(56 Marks)**

- 2.1 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)**
- 2.2 Explain the following interview techniques by providing relevant examples for each? **(8)**
- a) Problem interviews
 - b) Jury interviews
 - c) Group interview
 - d) Stress interviews
- 2.3 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)**
- 2.4 According to Herzberg's Two-Factor Theory, how might a manager motivate employees? **(10)**
- 2.5 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)**
- 2.6 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 favour 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 favour of it. **(10)**

End of paper
Total Marks: 100