



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

QUALIFICATION: DIPLOMA IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING: MANAGEMENT	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: HRV610S	COURSE NAME: HUMAN RESOURCES MANAGEMENT IN TVET
SESSION: JUNE 2025	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly

PERMISSIBLE MATERIALS
<ol style="list-style-type: none">1. Examination Paper2. Examination Scripts

THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

Question 1**[10 marks]**

Read the following multiple-choice questions. For each statement, select the option that best answers the statement.

- 1.1 Which of the following are external factors affecting Human Resources Management? **(1 mark)**
- a. Economic
 - b. Market
 - c. Technological
 - d. Social
 - e. Political and Legal
 - f. All of the above
 - g. None of the above
- 1.2 Which of the following is not a benefit of workforce planning? **(1 mark)**
- a. Preparing for the future
 - b. Allow for a more effective and efficient workforce
 - c. Helps ensure that replacements are available to fill important vacancies (Succession Planning)
 - d. Provide realistic staffing projections for budgeting purposes
 - e. Workforce planning is only about replacing employees who leave an organization.
- 1.3 Job specification is defined as _____ **(1 mark)**
- a. An organised factual statement, which entails the environment, conditions, duties and responsibilities of a specific job
 - b. The process of studying and collecting information relating to activities and responsibilities of a specific job
 - c. Stipulates the minimum acceptable human qualities and characteristics a jobholder must possess as a prerequisite to perform the job successfully
 - d. One or more duties performed by one person in an organisation.
 - e. Recruitment and Selection
- 1.4. Which of the following is not a benefit of a job description? **(1 mark)**
- a. Evaluate jobs for compensation purposes, wage, and salary administration
 - b. Assist in the recruitment, selection and hiring of new workers
 - c. Assigning training and development
 - d. Planning or changing workforce patterns
 - e. Motivate employees to perform well
- 1.5 Criterion, content and construct validity are used in the _____ **(1 mark)**
- a. Reference checking
 - b. Induction
 - c. Selection process
 - d. Workforce planning
 - e. Job analysis

- 1.6 Which of the following are stages in the induction process? **(1 mark)**
- a. Anticipatory stage
 - b. Encounter stage
 - c. Setting the stage
 - d. All of the above
 - e. None of the above
- 1.7 _____ refer to the number of employees who leave a company in a particular time. **(1 mark)**
- a. Turnover
 - b. Retention
 - c. Recruitment
 - d. Selection
 - e. Reference check
- 1.8 Which of the following is a strategy that can enhance employee retention? **(1 mark)**
- a. A toxic work culture
 - b. Career development opportunities
 - c. No job security
 - d. Low employee morale
 - e. Bad management and leadership
- 1.9 Which of the following is an example of a legally mandated benefit? **(1 mark)**
- a. Loans
 - b. Training and staff development
 - c. Social security
 - d. Medical aid
 - e. 13th cheque
- 1.10 _____ measures individual and team performance; evaluates whether targets have been met; and ensures organizational efficiency. **(1 mark)**
- a. Performance management
 - b. Job description
 - c. Job analysis
 - d. Recruitment and selection
 - e. Retention and turnover

Question 2**(10 marks)**

Below is a set of definitions related to Human Resources Management. Match each definition with the correct term or concept. Write the corresponding letter of the correct term next to each definition (i.e. 1,a)

	COLUMN A	COLUMN B	
1	Recruitment	Conducted after the interview to find out more about an applicant's employment record, education and training and behavioural patterns	a
2	Reference check	The systematic process of gathering, documenting, and analyzing data about the work required for a job	b
3	Job analysis	The process of introducing a new employee to the company culture and processes and co-workers	c
4	Job description	The process of acquiring applicants who are available and qualified to fill positions in the organisation	d
5	Selection	Involves keeping and motivating employees to stay with the organization	e
6	Induction	Refers to the selection of the most suitable candidate, judged by predetermined criteria, to be placed in a specific position	f
7	Workforce planning	Systematic process aimed at improving organization performance by developing the performance of individuals and teams	g
8	Retention	Non-discrimination of potential recruits on the basis of gender, ethnicity, physical constraints, etc	h
9	Performance management	A written description of a particular job that is expected to be done, how they should do it, and the reasons for the work procedures required	i
10	Diversity	A systematic process for identifying, acquiring, developing, and retaining employees to meet the needs of the organization	j

Question 3**[16 marks]**

You have recently been appointed as Centre Manager at a Vocational Training Centre (VTC). The VTC was established in 2022 and requires the appointment of additional administrative/support staff. Since its establishment, the VTC has had a very small administrative / support staff component. Given the above, the Centre Manager has always recruited. As Centre Manager, you have decided to conduct a comprehensive Job Analysis of the positions required.

- 3.1 Mention the principles that would guide the job analysis process. **(4 marks)**
- 3.2 Discuss the steps you would take to conduct the job analysis. **(12 marks = one mark for the correct step mentioned and one mark for the correct discussion)**

Question 4**[38 marks]**

You are the Head of Training at Iita VTC, a small VTC offering trades in Welding, Carpentry, and Construction, with a student enrolment of one hundred and fifty students across the above trades. The instructor for Welding resigned. As Head of Training, you are responsible for working closely with the Human Resources Department to advertise the position. Given the capacity within the VTC, you have decided that the position be advertised externally.

- 4.1 Discuss the advantages of using an external source of recruitment. **(3 marks)**
- 4.2 Mention five (5) methods that can be used to advertise the position. **(5 marks)**
- 4.3 You have decided on a structured interview to interview the shortlisted applicants.
 - 4.3.1 Explain why you would use a structured interview. **(2 marks)**
 - 4.3.2 Discuss the process you would use to interview the shortlisted applicants. **(18 marks = one mark for the correct process mentioned and one mark for the correct discussion)**
- 4.4 Following the interview, the successful candidate signed his/her employment contract. An induction session will be held for the new employee. **[10 marks]**
 - 4.4.1 Mention five (5) benefits of induction. **(5 marks)**
 - 4.4.2 Discuss at least five key pieces of information you would include in the orientation process. **(5 marks)**

Question 5**[13 marks]**

Performance management is a set of processes and systems to develop employees, so they perform their job to the best of their ability. The goal is to help employees build on skills that enable them to perform better in their roles, reach their potential, and boost their success while also accomplishing the strategic goals of the organization.

- 5.1 Mention five (5) benefits of performance management. **(5 marks)**
- 5.2 Discuss the four stages of performance management. **(8 marks = one mark for the correct stage and one for the discussion of each stage).**

Question 6**[13 marks]**

You have recently been appointed as Head of Training at ABC Vocational Training Centre. You have visited the workshops and have noticed that there are no health and safety regulations in place.

- 6.1 Mention at least eight (8) employers' duties to employees as outlined in Namibia's Labour Act, 2007 (Act No. 11 of 2007). **(8 marks)**
- 6.2 What, in your opinion, can the implications be on the VTC, given the current non-adherence to health and safety in the workshops? **(5 marks).**

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TOTAL = 100 MARKS