



**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: JULY 2025	PAPER: 2
DURATION: 3 HOURS	MARKS: 100

SECOND 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 EXAMINATION 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 internal factors affect workforce planning? **(1 mark)**
- a. Organizational culture
 - b. Institutional processes
 - c. Training
 - d. Outsourcing
 - e. All of the above
 - f. None of the above
- 1.2 Which of the following is not a challenge of workforce planning? **(1 mark)**
- b. Bad Data and Analysis
 - c. Lack of ownership
 - d. Lack of flexibility
 - e. Lack of prioritisation
 - f. Preparing for the future
- 1.3 Analysing the job and not the person, no judgement, focusing on the present status of the job, and analyzing the full scope of the job are the principles of: **(1 mark)**
- a. Job analysis
 - b. Job description
 - c. Job specifications
 - d. Workforce planning
 - e. Reference checking
- 1.4 Which of the following is not a need in Maslow's hierarchy of needs? **(1 mark)**
- a. Need for Power (nPow)
 - b. Physiological needs
 - c. Safety needs
 - d. Love and belonging
 - e. Esteem
 - f. Self-actualization
- 1.5 Which of the following is not an element of a compensation structure? **(1 mark)**
- a. Job Analysis
 - b. Job Evaluation
 - c. Pay Survey
 - d. Pay Structuring
 - e. Employees' personal financial needs

- 1.6 Which of the following are the benefits of performance management? **(1 mark)**
- Future-proofing your workforce's skills
 - Accountability
 - Increased employee engagement
 - Measuring progress
 - All of the above
 - None of the above
- 1.7 _____ refers to the process of acquiring applicants who are available and qualified to fill positions in the organisation. **(1 mark)**
- Recruitment
 - Selection
 - Job specifications
 - Job description
- 1.8 Which of the following theories of motivation emphasizes that setting specific and challenging goals, with appropriate feedback, leads to higher performance? **(1 mark)**
- Maslow's hierarchy of needs
 - Edwin Locke's goal-setting theory
 - Equity Theory – Stacy Adams
 - Vroom's Expectancy Theory
 - Theory X and Theory Y – Douglas McGregor
- 1.9 Who is responsible for induction at an organization / institution? **(1 mark)**
- Supervisor
 - The Head of the Department
 - The HR Department
 - A mentor or buddy
 - The shop steward / staff representative
 - New employees
 - All of the above
 - None of the above
- 1.10 _____ refers to an organised factual statement, which entails the environment, conditions, duties and responsibilities of a specific job. **(1 mark)**
- Recruitment and selection
 - Job analysis
 - Job description
 - Workforce planning
 - Job specifications

Question 2

[10 marks]

Read the following statements and indicate true if you agree with the statements and false if you do not agree.

- 2.1 There is no need for Vocational Training Centers to comply with Namibia's Labour Act. **(1 mark)**
- 2.2 Recruitment and selection, training and development, performance management, and appraisal are all uses of job analysis. **(1 mark)**
- 2.3 Corporate, operational, and financial factors are internal factors affecting human resources management. **(1 mark)**
- 2.4 Human Resources Management is only responsible for recruitment and selection. **(1 mark)**
- 2.5 One of the main aims of Human Resources Management is the optimum utilization of employees. **(1 mark)**
- 2.6 The principles guiding job analysis are to analyse the job, not the person and to analyse the full scope of the job. **(1 mark)**
- 2.7 Occupational Safety and Health refers to the protection and promotion of the safety and health of all employed persons and exposed people through the prevention and control of work-related hazards and risks. **(1 mark)**
- 2.8 The employer does not have any obligation towards its employees to create a safe and healthy workplace. **(1 mark)**
- 2.9 Employee wellness programmes refer to unsafe occurrences arising out of or in the course of work and can potentially cause injury, disease, or death. **(1 mark)**
- 2.10 Disrupted work schedules, lost productivity, and bad publicity are direct costs an institution may incur because of injuries in the workplace. **(1 mark)**

Question 3**[11 marks]**

Human Resources Management focusses on making decisions that relate to developing and implementing policies and practices for managing work and employment relationships for effectively and efficiently achieving the goals of an organisation while also keeping in mind the needs of the employees.

Mention eleven (11) key areas of Human Resources Management.

Question 4**[34 marks]**

You currently work as Head of Financing and Administration at ABC VTC, established in 2000. Aligned with ABC VTC's strategic plan, three new vocational training centers will be established. You were tasked with developing a workforce plan for the three new vocational training centres.

- 4.1 Mention five (5) benefits of workforce planning. **(5 marks)**
- 4.2 Explain the six (6) steps you would use in developing a workforce plan for ABC VTC. **(12 marks = one mark for the correct step and one mark for the correct explanation).**
- 4.3 As Head of Financing and Administration, you have finalized the workforce plan and must conduct a job analysis of the vacancies that should be advertised.
 - 4.3.1 Discuss the steps you will take to conduct the job analysis. **(12 marks)**
 - 4.3.2 Mention at least five (5) pieces of information that one can obtain by conducting a job analysis. **(5 marks)**

Question 5**[12 marks]**

Recruitment is the process of acquiring applicants who are available and qualified to fill positions in the organisation.

- 5.1 Explain the two (2) different types of recruitment sources. **(4 marks)**
- 5.2 Provide two (2) advantages and two (2) disadvantages of each of the above-mentioned recruitment sources. **(8 marks)**

Question 6**[8 marks]**

Compensation and benefits are the financial and non-financial extrinsic rewards provided by an employer for the time, skills, and effort made available by the employee in fulfilling job requirements aimed at achieving institutional objectives.

- 6.1 Mention five (5) objectives of compensation and benefits. **(5 marks)**
- 6.2 Provide three examples of benefits an institution can offer employees. **(3 marks)**

Question 7**[15 marks]**

You are Head of Training at XYZ Vocational Training Centre (VTC). Mr Thomas, the Trainer for Welding, handed you, his resignation. Mr Thomas is an excellent worker, and you would like to retain him.

- 7.1 Mention five possible reasons why Mr Thomas is resigning. **(5 marks)**
- 7.2 Discuss five (5) strategies you would use to retain Mr Thomas. **(10 marks)**

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TOTAL = 100 MARKS