



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY  
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION  
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCE**

<b>QUALIFICATION: BACHELOR OF PUBLIC MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BPMA</b>	<b>LEVEL: 6</b>
<b>COURSE CODE: HPS611S</b>	<b>COURSE NAME: HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SECTOR</b>
<b>SESSION: JUNE 2025</b>	<b>PAPER: THEORY (PAPER 1)</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Mr. B. Namabanda
<b>MODERATOR:</b>	Mr. E. !Owos-Oab

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. This paper consists of 6 (six) questions of equal value.</li><li>2. Answer any 4 (four) questions.</li><li>3. Write clearly and legibly.</li></ol>

**THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)**

**QUESTION 1**

You are responsible for designing a flexible benefit arrangement strategy. Evaluate the pure flexible benefit arrangement strategy. Additionally, motivate why you would recommend this benefit arrangement strategy for a public sector institution. Use relevant examples to justify your answers. (25)

**QUESTION 2**

You are tasked with the responsibility of directing performance appraisals (PAs) of employees who should be recommended for senior positions in a public sector institution. Identify and discuss problems your team should be aware of when rating performance using PAs. Illustrate your answers by using relevant examples. (25)

**QUESTION 3**

Strategic management relates to the application of management processes at the highest level of an institution. Identify and explain the phases of the strategic management process. Use relevant example to illustrate your answers. (25)

**QUESTION 4**

As a public sector manager entrusted with the task of overseeing a workforce planning process, you are expected to ensure that the right number of individuals, with the right skills, are placed in the right positions at the right time. By making use of relevant examples, identify and describe activities that you should implement to achieve a successful workforce planning process. (25)

**QUESTION 5**

As a chairperson of a disciplinary committee, you are required to familiarise yourself with various types of offences, and their corresponding actions when disciplining public sector employees in Namibia. Assess the various types of offences you have been exposed to, and possible actions you would consider during a disciplinary procedure. (25)

**QUESTION 6**

You are a public sector manager dealing with talent acquisition. Outline aspects you would consider in an induction programme as part of the last step in the talent management process. Use relevant examples to illustrate your answers. (25)

**END OF PAPER**