



**FACULTY OF** **NAMIBIA UNIVERSITY** **MANAGEMENT**  
**OF SCIENCE AND TECHNOLOGY**  
**SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS</b>	
<b>QUALIFICATION CODE: 08HHRM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: SHR811S</b>	<b>COURSE NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT</b>
<b>SESSION: JUNE 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>1<sup>st</sup> OPPORTUNITY QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Michael Adekoya-Sanni</b> <b>Werner W Coetzee</b>
<b>MODERATOR:</b>	<b>Dr Simeon Amunkete</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

**THIS QUESTION PAPER CONSISTS OF 3 PAGES** (Including this front page)

**Answer all the questions below.**

**Excerpt: "The new world of work"**

The global financial crisis that started in 2008 could be an indication of a new trend characterised by more legislation affecting an organisation's leeway and a stronger role of local governments in controlling organisations. Free market principles are now seriously debated. These trends have a direct impact on the strategy scan. For instance, 1970s put most emphasis on the external institutional environment, the 1980s created a shift towards more emphasis on the external market, the 1990s led to the introduction of major technological changes affecting organisations and the work design within organisations; after 2000, financial services dominated the organisation's agenda putting even more emphasis on the external market component, while the financial crisis of 2008 has resulted in a shift back towards more legislation and a bigger role of governments. Strategic Human Resource Management focuses on issues of linking HRM to the business strategy, designing high performance work systems and adding value through good people management in an attempt to gain sustained competitive business advantage.

**Question 1** **(18)**

Taking a departure from the above excerpt, examine the steps you will follow by applying the six component model to effectively and efficiently scan the business environment to link the human resource practices with the organisation's situation.

**Question 2** **(20)**

The central focus of aligning the HR practices with the business objectives is adding value to the organisation through its human resources. Evaluate how human resources can be used as a source of organisation's competitive advantage, applying VIRO framework in this approach.

**Question 3** **(20)**

Discuss in brief five (5) strategies organisation may adopt in navigating the change in the business situation.

**Question 4**

**(20)**

The overview of strategic approach to HRM reveals the sense of strategic orientation to HRM. Workforce diversity is one strategy through which the ultimate utilisation of people mix in the organisation could be used for the organisation's competitive advantage. Evaluate the benefits such strategy can afford your organisation in this new challenging economic times.

**Question 5**

**(22)**

- 5.1 Discuss in brief with the line managers in your international organisation (hypothetically) in which you work about the concept of International approach to human resource management. /2/
- 5.2 The increase in globalisation and international competition for performance improvement through technological innovation and alternative production systems drive the need for knowledge transfer in the MNCs. Examine the conditions necessary for knowledge transfer in MNCs across borders. /20/

Best of Luck!!!