



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MANAGEMENT

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| QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS |  |
| QUALIFICATION CODE: 08HHRM                                    | LEVEL: 8   |
| COURSE CODE: SHR811S  | COURSE NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT |
| DATE: JUNE 2022   | PAPER: THEORY                                    |
| DURATION: 3 HOURS   | MARKS: 100                                       |

| SECOND OPPORTUNITY EXAMINATION QUESTION PAPER |  |
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| EXAMINER(S)                                   | Ms Martha Namutuwa<br><br>Mr. Werner Coetzee |
| MODERATOR:                                    | Dr Simeon Amunkete                           |

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

PERMISSIBLE MATERIALS

1. Examination paper
2. Examination script

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



### **Case study**

IKEA A SWEDISH COMPANY HAS A STRONG people management system grounded on the organisation corporate culture and based on shared values. Culture management and human resources management (HRM) appear to be based on shared value. IKEA has an excellent training and development infrastructure but perhaps even more important is the fact that IKEA workers are used for to continuous and regular training and development. In many Western countries IKEA employs part-time workers for evening shifts and for weekends. These part-time workers are often students from universities. The part time work is mostly on the shop floor, related to customer service, logistics and work behind the counter. IKEA have reached a conclusion that these part-time students represent a strategic talent pool for future managers and specialist at higher levels of the organisation. There are advantages of recruiting former-part time workers after graduation e.g awareness of IKEA culture, specific knowledge and skills about IKEA business model recruiting part- time may be cheaper for IKEA. **“Is IKEA fishing in the right pond? And if so is IKEA using the tight tools for fishing”?** IKEA is confronted with two challenges. First most part time workers who are still studying at universities are not aware of the career possibilities within IKEA after graduation. Second those who get a job at IKEA after graduation appears to be disappointed about the actual work at IKEA after graduation.

### **Question 1**

Discuss and advise IKEA management why it faces the two challenges outlined in the extract above and evaluate the possible solution in terms of selecting the right Fit for people for IKEA? (25)

### **Question 2**

In the above extract, it is emphasised that IKEA has excellent training and development programme. Discuss the importance of training in terms of the attainment of the strategic goals of the business (25)

### **Question 3**

Change is inevitable in any organisation that focus on strategic plan formulation and implementation. Discuss six strategies that organisation may utilise to cope with change in a business environment (25)

### **Question 4**

The crafting of the strategy indicates the management's commitment to grow the business, attract and please its customers, compete successfully, conduct efficient operations, and improve productivity and market performance. Discuss the concept of strategy its role and approaches (25)

**Total: 100**

