



**PAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION  
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: HONOURS BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 08HBHRM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: SHR811S</b>	<b>COURSE NAME: STRATEGIC HUMAN RESOURCES MANAGEMEN</b>
<b>SESSION: JUNE 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	<b>MRS SYLVIA SCHUBERT</b>
<b>MODERATOR:</b>	<b>DR SIMEON AMUNKETE</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li><b>1. Answer all the questions:</b> Ensure that you attempt every question provided in the examination paper.</li><li><b>2. Write clearly and neatly:</b> Make sure your writing is clear and easy to read.</li><li><b>3. Number the answers clearly:</b> Ensure that the numbering is clear and placed before each answer</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

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

## **Background on Letshego's Expansion Strategy**

Letshego Holdings Namibia (LHN) commenced operations in 2002 under the name Edu Loan Namibia, initially focusing on providing consumer and micro-lending services. Since then, LHN has transitioned its focus towards delivering financially inclusive solutions to underserved low to middle-income earners across both public and private sectors. Additionally, it has extended support to Micro and Small Entrepreneurs (MSE) through innovative models like deduction at source and various access channels.

To bolster its operational capacity and cater to the growing demands of its customer base, Letshego Holdings Namibia has been actively expanding its workforce across its subsidiaries. This strategic expansion not only aligns with the company's growth objectives but also contributes to mitigating unemployment challenges within Namibia.

In their Strategic plan, launched in 2020 and currently in its fourth year, they aim to enhance operational efficiency and diversify its range of offerings.

Letshego planned appointments, are set on emphasising the strategic moves aligned with the company's growth ambitions outlined in its ongoing five-year transformation journey. The expanded workforce is seen as a catalyst that will propel Letshego to deliver a robust customer experience and emphasize the value of financial inclusion.

Prospective candidates who resonate with values such as integrity, customer-centricity, and innovation are encouraged to explore career opportunities within Letshego Bank Namibia and Letshego Micro Financial Services Namibia.

Remaining steadfast in its commitment to strengthening internal capacities for sustained business expansion and cementing its foothold in the market, Letshego Holdings Namibia emphasises its dedication to contributing to the economic landscape of the country through strategic growth and fostering financial inclusion.

***Adapted from Windhoek Expressed dated 18 January 2024***

**Please read the case study provided.**

## **Questions**

1. The design of a company's strategy indicates management's dedication to business expansion, customer retention, and competitive market positioning to increase productivity and profits for the shareholder. Examine the concept of strategy and the role of HR (10)
  
2. Outline the steps Letshego should undertake to craft a robust training system, thereby enhancing a competitive edge for Letshego (21)
  
3. Analyse the significance of training in relation to Letshego's 2020 Strategic Plan and its strategic objectives (15)
  
4. As a Strategic HR Partner, elaborate on the various criteria you would employ to measure performance to ensure effectiveness, fairness, and alignment with Letshego's goals for gaining a competitive advantage (25)
  
5. Analyse the multifaceted nature of coaching as a process, focusing on the four stages integral to aiding individuals in goal achievement, performance improvement, and skill development (20).
  
6. Job dissatisfaction can hinder the successful attainment of Letshego's goals. Discuss the various interventions that the company can employ to address such a challenge (9).

**[END OF EXAMINATION]**