



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

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

SECOND OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	MRS SYLVIA SCHUBERT
MODERATOR:	DR SIMEON AMUNKETE

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

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

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

Please read the questions provided.

Questions

1. Identify and explain the three approaches to Strategy (9)
2. Analyze the advantages and disadvantages of internal and external recruitment methods. Provide insights into at least four benefits and four drawbacks of each approach. (8)
3. Illustrate five (5) significant benefits of training and describe the approaches one should undertake to formulate an effective training framework. (23)
4. Identify and explain the three primary objectives of Performance Management (9)
5. Analyze the methods utilized by companies to cultivate employee development, emphasizing their role in enhancing company performance and promoting a culture of ongoing learning and growth. (12)
6. Assess the role of Human Resources in improving company performance and employee well-being during organizational transitions like retrenchment. Highlight its contributions to both aspects amid periods of change. (8)
7. Identify and discuss the key elements to be included in the Human Resources Strategy for an organisation to gain a competitive advantage through HR practices (15)
8. Analyse the multifaceted nature of coaching as a process, focusing on the four stages integral to aiding new employees in goal achievement, performance improvement, and skill development (16).

[END OF EXAMINATION]