



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

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

<b>QUALIFICATION: BACHELOR OF EMPLOYMENT AND LABOUR RELATIONS HONOURS</b>	
<b>QUALIFICATION CODE: 08BILR</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: CIH811S</b>	<b>COURSE NAME: CONTEMPORARY ISSUES IN HRM</b>
<b>SESSION: JUNE 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION MEMORANDUM</b>	
<b>EXAMINER(S)</b>	Ms Fiina Shimaneni
<b>MODERATOR:</b>	Ms Ilenimutale Haiduwa

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. You are expected to apply your subject knowledge to the questions.</li><li>3. Write clearly and neatly.</li><li>4. Number your answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Pen
2. Ruler

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

## QUESTION 1

Read the case study below and answer the questions that follow.

*HRM dilemma and navigating the new world of work.*

Finance21 is a growing start-up in the micro lending sector. In response to global health concerns, it has rapidly adapted to a remote work model. This transition has enabled the organisation to optimise operational costs. However, the shift has also surfaced ethical challenges. The company faces increased cyber security risks with the increased remote working model. Additionally, there has been a lot of digital workplace bullying, with employees reporting harassment and deliberate exclusion from virtual meetings or official communication platforms. The remote work shift has also blurred the boundaries between work and personal life, leading to employee burnout and challenges in maintaining work-life balance. Moreover, concerns about the equity of remote work policies and their impact on employee engagement and cohesion were also reported to the HR department.

## Questions

- 1.1 Define what ethical dilemma is. (2)
- 1.2 In the case of Finance21, explain how the principles of utilitarianism can be applied to address the challenges of cyber security for all stakeholders. (4)
- 1.3 Discuss how HR department can detect and address instances of workplace bullying mentioned in the case study. (10)
- 1.4 Employee relations are prone to natural conflicts between the organisation and employees (unions) as they negotiate various conditions of employment. Deliberate on the measures that HR can implement to ensure remote work policies are equitable and do not adversely affect team cohesion and employee engagement. (10)
- 1.6 Suggest practical strategies that HR can implement to support employees in managing work-life balance and prevent burnout resulting from remote work model. (4)

**Section B**

**[70]**

**Question 2**

2.1 Explain sustainable human resource management with specific attention to three key dimensions of sustainability in HRM. (15)

2.2 Organisations are increasingly focusing on talent management strategies to attract, develop and retain talent. Discuss how organisations can implement talent management practices by differentiating between inclusivity and exclusivity concept of talent. (20)

2.3 You are required to develop and implement ethics management programme for your organisation. Explain in detail how you will operationalise ethics in your organisation. (20)

2.4 A strategic rethink requires organisations to shift from considering employees as human capital and regard them in a humane way. Describe what does humanising organisations entail.

(15)

**END OF PAPER**

**GOOD LUCK!**