



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MANAGEMENT

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

1 <sup>st</sup> OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms Martha Namutuwa Mr. Werner Coetzee
MODERATOR:	Dr Simeon Amunkete

INSTRUCTIONS
1. Answer ALL the questions. 2. Write clearly and neatly. 3. Number your answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper
2. Examination script

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



Organisations are faced with competitors who are targeting the same customer base or trying to sell the same products and each of them seeks the best possible returns for its shareholders. To attain the above objective organisations are required to employ and retain the best available human resources. The corporate strategy should be closely tied to HRM policies to ensure high performance. If a firm is operating in a single market and what to have a competitive advantage it needs to employ suitable strategies which may require human resources needs.

### Question 1

Discuss in detail different types of strategies that might assist the firm referred in the extract above? (25)

### Question 2

In a study conducted by the consulting giant Towers Watson, business executives are paying close attention to a trend toward blending human resources strategy and business strategy. According to the results of a 2010 Towers Watson study, "[W]e may be witnessing a tipping point — where HR technologies become the integrated engine for advancing the broader needs of the business, supporting far more than basic transactions, and advancing the HR and business agenda of the future. ... Human resources information systems are integral in the development of performance management, recruitment and selection. **Expand on the extracting idea of recognising the importance of the HR functions and explain the relevance of performance management in assuring the strategic alignment with that of the organisation and its purpose (25).**

### Question 3

Explain how the HR function can be integrated to the organisation's strategy in various forms, identify the best level of linkage that is best between the HRM strategy and the business strategy in your view and indicate the benefits thereof. (25)

### Question 4

Discuss various characteristics of the strategy work for any organisation you know?  
(25x1=25)

**Total: 100**

