



**NAMIBIA 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 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
<p>1. Answer all the questions: Ensure that you attempt every question provided in the examination paper.</p> <p>2. Write clearly and neatly: Make sure your writing is clear and easy to read.</p> <p>3. Number the answers clearly: Ensure that the numbering is clear and placed before each answer</p>

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

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

Case study: Uber Eats and the gig economy

In the 2010s, technology advancement led to major changes in our economy and in the workplace. They enabled providers of goods and services to reply faster, more easily and more cheaply to customer's demands, for example via the use of apps or websites. Due to these technological advancements, we have seen a rise in online service providers like delivery services (Deliveroo, Getir, TakeAway) and transport services (Uber, Freenow). These companies have found a way to optimise the provision of services like transport and delivery.

One of the ways they do this is by using flexi-contract workers. These 'employees' have flexible contracts which allow them to work whenever and for as long as they want, while they don't profit from the same benefits as normal employees with a fixed contract. One example of this is delivery service Uber Eats. Uber Eats is a platform that connects customers with flexible contract-based drivers through an app. The drivers can decide which orders ('gigs') they take and when they work. On paper the deliverers work as freelancers and thus are self-employed, although in reality you can regard a substantial number of them as employees of Uber.

There are a few Human Resource Management (HRM) challenges regarding the deliverers of Uber Eats. The first problem lies in the fact that they don't have a collective labour agreement. This means that certain worker benefits, like fixed wages and severance payments, aren't protected in case of illness or other similar circumstances.

Second, this form of employment involves relatively weak relationship between employer and employee. The employee is more replaceable, which means employers don't invest as much in these deliverers as would be the case if they had permanent contracts. This can negatively affect the fulfilment of certain needs of the deliverer, such as work motivation, work approval or personal development. There is growing awareness of the need for protection of flex-workers in the gig economy. The Dutch labour union FNV, for instance, won a lawsuit in 2021, which obligated Deliveroo, as well as the transport branch of Uber, to give deliverers and drivers, respectively, permanent contracts. There is also political and societal pressure on the top management of these kinds of companies, to protect the rights of flex-workers. Nevertheless, there remain HRM challenges in connection with the trade-off between flexibility and permanent contract benefits.

Source: Boselie & Van Der Heijden, 2025

Please read the case study provided.

Questions

1. Analyse the case study, by using your understanding of Micro Human Resource Management (MHRM), International Human Resource Management (IHRM) and Strategic Human Resource Management (SHRM). Identify and explain the HR practices that Uber Eats should consider.
(24 marks)

2. To what extent is the resource-based view theory of Penrose (1959) applicable to the Uber Eats Case Study? Motivate your answer with examples from the case study.
(20 marks)

3. Analyse the advantages and disadvantages of internal and external recruitment methods. Provide insights into at least four benefits and four drawbacks of each approach.
(16 marks)

4. A misfit between an employee and the job or the organisation can potentially cause additional costs, discontinuity of the work through employee turnover, work intensification for those who stay until the vacancy is filled again, reputation damage and extra time necessary for finding somebody else.

Discuss five (5) standards that need to be complied with to ensure proper selection process for a successful organisation.
(20 marks)

5. Outline five (5) sources of performance information in the context of performance management system
(20 marks)

[END OF EXAMINATION]