



**NAMIBIA 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 MANAGEMENT</b>
<b>SESSION: JUNE 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	<b>DR SIMEON AMUNKETE</b>
<b>MODERATOR:</b>	<b>MS CHARMAINE KASUTO</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)

## Case study: LG Electronics

Human resource management practices in Korea have traditionally been embedded within their wider traditional environments. Since industrialisation there have been some radical socio-political changes, accompanied by significant shifts in the 'deep structure' of many organisations' HRM approaches. LG Electronics is a major multinational electronics company established in 1958 with a current workforce of around 90 000, some 30 000 of whom are based in Korea. Throughout its history the company has initiated several major changes to its HRM architecture. Most recently, the company was faced with the need to realign its HR practices with changes in the global environment. Alongside this was a need to address rising levels of competition within its industry and a need to shift strategic orientation. Whereas LG had historically focused on a strategy of volume over value, changes in the market meant that the competitors such as Apple, which competed on the basis of value had enjoyed greater success. LG therefore had to shift towards a strategy of better balance between volume and value, alongside the need to foresee and commit to emerging technologies, despite the inevitable uncertainty and risk. In this scenario, investing in HR and expanding employees' skill base becomes essential to the company's future - that is there was a recognition of a need to invest in HR and the firm's intellectual capital.

Some of the challenges included how to develop, retain, and utilise LG's global talents to make the company more 'future-proof' in the most cost-efficient way. The HR department had to balance competing demands to be both efficient and flexible and adaptable and stable, as well as cost-saving and value-adding, while addressing both local and global needs. To do so, the HR department was structured into a strategic layer and an operational layer by means of a shared service centre geared towards handling routine, transactional tasks.

One key feature of the new strategy was a focus on employee enrichment, which involve ongoing expansion of employees' skill sets through job redesign, secondment, job rotation and development. Given the increasingly competitive job market in Korea, LG also focused on creating a talent management strategy for the organisation at a global level. New training programmes were put in place to develop the company's talent pool for succession planning, including both on- and off-the job training.

The head of SHRM commented:

*It is no longer enough to simply ask ourselves whether 'we know well enough what our business require from us' and 'how quickly we can address these requirements'. It is about 'how effective we are in anticipating the needs before they come up' and 'how we can provide strategic values that are excellent value for money'*

Within the area of employee relations, the company operated according to the guiding principle of 'creating value for employees', based on esteem for human dignity, alongside challenging and building competences. An emphasis on strategic staffing and global mobility was underpinned by an ethos of equality of opportunity. The previous approach of seniority-based HRM was replaced by performance and ability-based HRM, which included the introduction of incentive pay, appraisal, and career path development.

Source: Adapted from Haung and Kim (2013)

**Please read the case study provided.**

### **Questions**

1. Analyse the case study. What is your understanding of Strategic Human Resource Management (SHRM) and what do you think the SHRM challenges would be in LG?  
**(20 marks)**
2. Using the information from the LG Electronics Case Study, discuss an approach of your choice in which strategy management and HRM can be achieved.  
**(20 marks)**
3. "People who match the organisation's culture will outperform those that do not." Critique the different types of selection methods to enhance the organisation's competitive advantage.  
**(20 marks)**
4. Outline five approaches to measuring performance in the performance management context.  
**(20 marks)**
5. Compare and contrast the concepts of Coaching and Mentoring as approaches to employee development.  
**(20 marks)**

**[END OF EXAMINATION]**