



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES, AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCE MANAGEMENT HONOURS DEGREE	
QUALIFICATION CODE: 08BHRMH	LEVEL: 8
COURSE CODE: SHR811S	COURSE NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT
SESSION: MAY/JUNE 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
ASSESSORS(S)	Dr. Andrew Jeremiah
MODERATOR:	Dr S. AMUNKETE

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

THIS EXAMINATION QUESTION PAPER CONSISTS 3 PAGES INCLUDING THE COVER PAGE

Question 1

In your own words describe what strategy is. (10)

Question 2

Describe in your experience where used a strategy to create a competitive advantage against your competition in life or at work. Make it clear what sustained competitive advantage you created. (10)

Question 3

Assess how the following competitive challenges can prevent HR fail to create a competitive advantage for their organisation; Also apply common sense, experience in HRM, and your knowledge of Strategic Human Resource Management (SHRM) when answering this question. (16)

Question 4

Discuss as briefly as possible how each of the HR practices can help you as HR practitioners help you motivate employees to go the extra mile, and thereby help you create a competitive advantage for the organisation. (16)

- Organisation culture
- Work/job design
- Performance management system
- Rewards
- Communication

Question 5

Discuss and analyse how you can create a competitive advantage for your company or organisation as a;

- HR Strategic Business Partner
- Administrative expert
- Employee champion
- Change agent (16)

Question 6

With the aid of the Resource Based View, discuss how you can treat your staff so that they help you create a competitive advantage for your organisation. (Use the acronym VRIN – Value, Rareness, Inimitability, and Non-substitutability when answering this question). (16)

Question 7

Human Resource Planning includes HR forecasting, recruitment or talent management, HR Audits, Needs forecasting, and succession planning among many other processes. Discuss how the above can be used to create a competitive advantage for the company by HR. (16)

[TOTAL MARKS: 100]