



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES, AND EDUCATION**

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

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

<b>SECOND OPPORTUNITY MEMO QUESTION PAPER</b>	
<b>ASSESSORS(S)</b>	<b>Dr. Andrew Jeremiah</b>
<b>MODERATOR:</b>	<b>Dr S. AMUNKETE</b>

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

**THIS EXAMINATION QUESTION PAPER CONSISTS 3 PAGES INCLUDING THIS COVER PAGE**

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

1. Many companies are in danger of being 'burnt by soaring oil prices. The managing director of a specialist glass maker, where energy is the second highest cost after the wage bill reported that the best quotes obtained for new contracts for electricity and gas were up 51 per cent and 34% respectively. He said, 'this equates to a cost increase of N\$ 600 000.00 which is over half annual profit before interest and tax'. According to the Energy Intensive Users' Group, manufacturers up and down the country are telling similar stories.

2. Bank of Namibia is about to announce a bid to take over the Bank of Agriculture in order to create the world's eighth largest bank. The business analyst at the estimated that bank would need to lay off 8,000 employees so as to achieve its N\$ 300 million synergy targets. However, they predict that 6 000 jobs will actually be cut in order to bring processing staff, as a percentage of the total workforce in line with the ratio operating at the bank.

### **QUESTION 1**

In each of the very short case scenarios given above, discuss how a seasoned HR practitioner would suggest what strategies could be used to create a competitive advantage in each case. (20)

### **Question 2**

Assess the benefits enjoyed by a company or an organisation that has HR practitioners that formulates HR strategies and establish learning and development programmes geared toward creating a competitive advantage. (20)

### **Question 3**

Articulate how when the strategy is about to be implanted it is important and a must to consider the variables listed below if a competitive advantage is to be created. (20)

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

### **Question 4**

Discuss according to knowledge as an HR practitioner, training and development can help to create a competitive advantage. (20)

**Question 5**

Discuss the components the HR Best Practices or High Performance Work Systems that enhance a spirit of learning within an organisation and employees more willing to learn, and thereby helping to create a competitive advantage. (20)

[TOTAL MARKS 100]