



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

**DEPARTMENT OF GOVERNANCE AND SCIENCES, HOSPITALITY, TECHNICAL AND
VOCATIONAL EDUCATION AND TRAINING**

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 8
COURSE CODE: CBT811S	COURSE NAME: CAPACITY BUILDING AND TALENT MANAGEMENT
SESSION: JUNE 2023/ JULY 2023	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. ODILO SIKOPO
MODERATOR:	Mr. B. U Shikongo

INSTRUCTIONS
1. Answer ALL the questions. 2. Read all the questions carefully before answering. 3. Number the answers clearly

THIS MEMORANDUM PAPER CONSISTS OF 4 PAGES (Including this front page)

Section A (50 Marks)

Question 1.

- 1.1 Discuss what you understand by the following terms in relation to Capacity Building? (12)
- Employee value Proposition (EVP)
 - Set targets.
 - The business case.
- 1.2 Discuss the impact of globalization on remuneration of talent in emerging Markets? (10)
- 1.3 Evaluate the core elements of an integrated talent management approach? (20)
- 1.4 Evaluate the 4 dimensions that need to be addressed and institutionalized in order to ensure the diversity strategy succeeds? (8)

Section B: Case Study (50)

Question 2:

Read the article below and answer the following questions.

Appointment of CEO biggest headache for COW

Observer October 28, 2022

Obreïn Simasiku

City mayor Sade Gawanas has admitted that the cancer of having no Chief Executive Officer inherited by the current leadership has left council and staff members divided and unending boardroom fights. In her admission, she said, this was the toughest challenge since the new coalition which wrestled powers from the Swapo Party, took over in December 2020, though commending the leadership for having succeeded to finally resolve the bickering, which now only awaits the Minister of Urban and Rural Development, Erastus Uutoni to approve the recommended CEO. The mayor says a submission to the minister was made in accordance with regulation 28 (3) of the recruitment and selection under the Local Authority Councils Act 1992 (act 23 of 1992) and in terms of section 27 (1). On that note, Gawanas said she could not give a definite date as to when the CEO will start because it is now up to the minister, as well as the notice period of the successful candidate as per his current employment conditions.

The mayor refused to be drawn into discussions why Kahimise, who is considered highly experienced, was not shortlisted. "I will not discuss individuals, but I will say from the 61 applications the 16 who fully met the requirements were shortlisted and interviewed. I am just a chairman, and I had a trusted team that had to deal with that matter, so why should I interfere with the processes," she said. Gawanas also sought to clarify the issue of the recruitment which was not supported by some members of the council, who argued that the process was marred by irregularities. "There was nothing related to corruption in the process, what was raised by councillor Job Amupanda, was the issue of Mayumbelo forming part of the panel and also the number of applications that were not tallying. So these issues were interrogated and it was established that all process were followed and done in-line with the principles."

- 2.1 identify and discuss some of the challenges from the article that the CoW could be facing leading to the delayed appointment of the CEO? (11)
- 2.2 The infighting between the councillors at CoW could be stimulated by poor leadership from the Mayor. Analyse some qualities that the mayor should possess to be regarded as a good leader? (10)
- 2.3 Poor succession planning is one of the major challenges for many organisations in emerging markets like the CoW. Analyse some of the common internal and external challenges and solutions for succession planning in emerging markets? (20)
- 2.4 It will be key for the CoW to retain the recommended CEO for a long period to assist the organisation to achieve its strategic objectives? Analyse any three (3) Long-term incentives that the organisation can utilise to ensure proper retention of Executives? (9)

Total: 100