



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
QUALIFICATION CODE: 08HHRM	LEVEL: 8
COURSE CODE: CBT811S	COURSE NAME: CAPACITY BUILDING AND TALENT MANAGEMENT
SESSION: JUNE 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	CANDICE DAMENS JEREMIAH ANDREW
MODERATOR:	B. U SHIKONGO

INSTRUCTIONS
1. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

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

Question 1

Mention the principle objectives of the NQA followed by the responsibilities the NCHE. **(10)**

Question 2

Compare the definitions of Talent Management given by Bluen (2013), Bussin (2014), Meyer, et al. (2012) and Erasmus et al. (2016). Modify these definitions to create your own understanding of what Talent Management is. **(10)**

Question 3

Briefly discuss the meaning of the term Capacity Building. **(2)**

Question 4

Analyse each assumption that inform an organisation's Talent management philosophy. **(8)**

Question 5

Bluen (2013) discusses his perspective on Integrated Talent Management and its key elements in order for it to be effective. Select and discuss five of these elements and identify a challenge as well as a solution that MNCs face. **(20)**

Question 6

Discuss forms of variable pay and the reason for implementing variable pay as a strategy of attracting and retaining talent in a highly competitive labour market. **(10)**

Question 7

Define the term "Inclusive Leadership" and elaborate by discussing the qualities required for such a leader to be effective. **(10)**

Question 8

Recommend strategies that should be encouraged with regards to the following respectively:

- A. On-Boarding, Development and Engagement.
- B. Attraction and Retention

(8)

Question 9

Evaluate the four dimensions that need to be addressed and institutionalized, in order to ensure that the diversity strategy succeeds.

(12)

Question 10

Discuss the 5 myths relating to female professional development in emerging markets.

Motivate your answer with studies that have proven these statements to be myths. **(10)**

Total Marks: 100