



PAMIBIA 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: JULY 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SUPPLEMENTARY / SECOND 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

Discuss the activities through which the NQF could be used to transform Human Resources Development (HRD) practices in Namibia. **(10)**

Question 2

By considering Namibia, discuss whether you would classify it as an emerging market. Motivate your answer by evaluating the conditions that may exist in an emerging market and how it relates to the Namibian economy. **(10)**

Question 3

Analyse the case study below and discuss in your opinion how Standard Bank South Africa built local capacity. **(10)**

In September 2010, South African-based Standard Bank launched operations in Angola, making it the largest African bank to enter that dynamic market.

The move was in keeping with Standard Bank's entrepreneurial approach to growth on the continent, a philosophy which has served the bank well over the past 150 year. However, this time, an extra ingredient was added: the ability to leverage off Standard Bank's existing talent pool to uniquely equip Standard Bank de Angola with the skills, people and leadership needed to fast-track growth. Just 16 months into the operation and Standard Bank de Angola already boasts six branches- five in Luanda and one in Lubango. The intention is to have 20 branches and a staff complement of 160 by the end of 2012.

While Standard Bank de Angola CE Pedro Pinto Coelho, is the man steering the ship, he is mindful of the benefits his start-up operation is reaping from Standard Bank's experience, history and Africa focus. Being part of the large Standard Bank franchise has offered significant advantages. "It's given us the right momentum and we've benefited from having procedures in place. Also being part of a large network enables us to interact with other parts of the continent and the world," says Coelho. That said, the start-up has not been without its teething problems, chief among which has been the need to adapt the model to the Angolan way of doing thing and ensuring a sustainable talent strategy.

The human resources (HR) and talent team worked closely with the leadership team to develop

a recruitment and development strategy to source talent, particularly internationally in order to find Portuguese-speaking bankers with the relevant experience and a more sustainable development strategy. “Angola lost a number of people to emigration due to civil war [which ended in 2001], so we have a lack of skills, “explains Coelho. “Furthermore, we are in competition with the oil and gas sectors, so we have to fight for talent.” This has seen the start-up pull in more expatriates than is ideal, “but we’re busy fast-tracking young, local talent through a series of programmes which will see them emerge in five years, as opposed to the usual 10,” says Coelho. Moulding this younger generation according to Standard Bank values is central to Coelho’s plans and he’s looking for attitude, effort and capability in his future leaders.

Question 4

You are the newly appointed HRD Manager and one of your KPI’s is to develop and implement an effective Talent Management system. Discuss how you would go about planning the Talent Management Process by dissecting each step of the Talent Management planning process in detail. (20)

Question 5

Bussin (2014) discusses his perspective on Integrated Talent Management and its key elements in order for it to be effective. In Tabular format, illustrate the core components of the Corporate Leadership Council’s (CLC) talent management suite. (20)

Question 6

Discuss five objectives of performance management. (10)

Question 7

As the Group Remuneration Manager of the parent company of an MNC you are tasked to design the organisation’s remuneration strategy. Discuss ten reward and remuneration trends you would consult in order to be prepared for what lies in the future. (20)

Total Marks: 100