



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRMH	LEVEL: 8
COURSE CODE: CBT811S	COURSE NAME: CAPACITY BUILDING AND TALENT MANAGEMENT
SESSION: JUNE/JULY 2024	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Mr. ODILO SIKOPO
MODERATOR:	Mr. BU Shikongo

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

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

Section A (50 Marks)

Question 1.

- 1.1 Discuss your own understanding of the following concepts in relation to Capacity Building? **(12)**
- a) Talent management
 - b) Accreditation:
 - c) Succession planning
- 1.2 Evaluate the core elements of an integrated talent management approach? **(20)**
- 1.3 Top leadership is an essential role player in an organisation that strives to achieve its strategic objectives and create a formidable competitive advantage in any market. Having understood this statement, Analyse the characteristics that makes an effective leader in an organisation? **(10)**
- 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.

ARTICLE TITLE: STANDARD BANK-LEADING THE WAY IN AFRICA: ANGOLA CASE

Case Study: Angola

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 continental, a philosophy which has served the bank well over the past 150 years.

However, this time, an extra ingredient was added: the ability to leverage off Standard Bank's existing talent pool needed to uniquely equip standard Bank de Angola with the skills, people and leadership needed to fast track growth. Just 16 months into operation and Standard Bank de Angola boasts six- 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 who has been the need to adapt the model to the Angolan way of doing things and ensuring a sustainable talent strategy.

The human resource (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 the civil war [which ended in 2001], so we have lack of skills," explains Coelho. "Furthermore, we are in competition with 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. Molding this younger generation according to Standard bank is central to Coelho's plans and he is looking for attitude, effort and capability in his future leaders.

- 2.1 Organisations that decide to go globally inevitably impact on the activities performed by their HR department. Discuss some practical impact that the standard bank move will have on the HR activities? **(15)**
- 2.2 Attracting talent could become a challenge for the Angolan market because of its political and economic background? Discuss some of the challenges and solutions that the HR should prepare with regards to Attraction, Selection and On-boarding of employees at the branch? **(20 Marks)**
- 2.3 The remuneration of expatriates is one of the challenges that many MNCs face in emerging markets. Demonstrate how Standard Bank can apply the Build-up method, the Local Market approach and the internationally mobile expatriate for effective remuneration of its acquired expatriates? **(15 Marks)**

Total: 100