



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**  
**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION : BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS DEGREE</b>	
<b>QUALIFICATION CODE: 08HRM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: CBT811S</b>	<b>COURSE NAME: CAPACITY BUILDING AND TALENT MANAGEMENT</b>
<b>DATE: JUNE 2025</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

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

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

**READ THE QUESTIONS BELOW CAREFULLY AND ANSWER ALL THEM.**

**SECTION A**

**40 Marks**

**Opinion - Higher education faces 'pirate' crisis**

The National Council on Higher Education (NCHE) and the relevant stakeholders must step in and ensure congruency amongst institutions of higher learning. Curriculum specialists must not only be included in the dialogue on education and development.

They should take part in the assessments that approve the registration of these institutions. Moreover, courses and curriculums offered must align with national development policies and strategies. It is imperative that educators be aligned with long-term development dialogue and strategies and, thus, update curriculum according to the needs as they arise.

If not addressed, curricula will continue to fail to facilitate learning. Consequently, with poor learning outcomes, education will remain irrelevant. In addition, inequities between the poor and the rich, and between the developed and the underdeveloped world will perpetuate and even widen. Likewise, job market saturation and unemployment will consistently be on the increase. All in all, the 2022 academic year has begun. Pirate institutions are on their usual recruitment campaigns, searching for students to prey on. Students must ensure they verify whether a particular institution of higher learning is accredited by the NQA and registered with the NCHE. Moreover, it is imperative that the course they wish to register for is similarly accredited. To those who will not obtain the entry marks for top tier institutions, try again. Do not drown yourself, your parents and your guardians in debt whilst enriching a select few at a pirate institution. This will come at the expense of your and the countries future.

- 1.1 Analyse the concept of accreditation and it's importance for training institutions and affiliation to the National Qualification Framework? **10 Marks**
  
- 1.2 As a training and development specialist, advise the institution of higher learning on the mandate of the Namibia Qualification Authority in Namibia? **10 Marks**
  
- 1.3 Analyze the importance of the Skills Development Act (1998) in a country such as Namibia and understand its importance as it relates to capacity building and talent management in the labour market? **10 Marks**
  
- 1.4 Reflect on Capacity Building (CB) and Talent Management (TM) and analyse the difference between the two and identify unique similarities key to CB and TM? **10 Marks**

## SECTION B

60 Marks

Read the extract from the Labour Act No.11 of 2007 below and answer the questions that follow.

### Minimum Wage

World Bank Group's (WBG) Extract

Namibia is a geographically large country with a small population of about 3 million (2024) and a 1,500 km-long coastline on the South Atlantic. The country is rich in mineral resources, including diamonds and uranium, sharing borders with Angola, Botswana, South Africa, and Zambia. Resource wealth, strong governance and institutions, and sound macroeconomic management have helped poverty reduction and allowed Namibia to become an upper-middle-income country. However, socioeconomic inequalities—the legacy of apartheid systems of government in the past—remain extremely high and were worsened by the COVID-19 pandemic. Structural constraints to growth are also hampering productivity gains and job creation. The debt-to-GDP ratio remains elevated, at about 70% of GDP, reflecting a period of low growth, expenditure pressures, and rising debt servicing costs.

Namibia is one of the driest countries in Sub-Saharan Africa, with highly unpredictable precipitation patterns. The country's poverty and reliance on rain-fed agricultural and livestock increases the country's vulnerability to climate change and limits the capacity of poor households and communities to manage climate risk, increasing their vulnerability to climate-related shocks.

### Economic Outlook

Namibia's recent economic performance was stronger than expected. The economy grew by 4.2% in 2023, driven by the mining sector, including investments in oil exploration. The economy has recovered to its pre-pandemic level, but many key sectors, including job-rich construction and financial services, continue to lag. Investments in the extractive industries have shaped Namibia's recent growth trajectory and the balance of payments. Global and regional developments are important drivers of Namibia's economic performance, as well as of fiscal and external positions, as the country is highly reliant on commodity exports and Southern African Customs Union (SACU) transfers.

Since its independence in 1990, Namibia had made progress in reducing poverty, halving the proportion of Namibians living below the national poverty line to 28.7% in 2009-10 and to 17.4% by 2015-16. Namibia ranks as one of the world's most unequal countries. Its Gini coefficient of 59.1 in 2015 was second only to South Africa. Geographical disparities in both economic opportunities and access to services are large and widening. High levels of inequality result in starkly different poverty rates across different groups, including by age and gender.

Relatively high poverty, lagging human capital, and poor access to basic services are interrelated problems. Namibia's poverty rapidly declined from 1993/94 to 2015/16, but it

remains high for the country's level of development. Despite recent progress, Namibia ranked 117th among 157 countries on the Human Capital Index.

The duality of the labor market, combined with slow job creation and low primary-sector productivity, results in very high unemployment.

**Adopted from World Bank Group's (WBG), 2024.).**

2.1 Emerging markets are countries that are transitioning from the "developing" phase to the "developed" Discuss the key characteristics of Emerging Markets and state five major Emerging Markets countries? **20 Marks**

2.2 Referring to the above abstract if Namibia is aspiring to be an emerging market discuss the conditions that Namibia may possess in terms of transitioning to the emerging market? **10 Marks**

2.3 Integrated talent management (ITM) refers to the management of systematic HR sub-functions (workforce planning, recruitment and selection, On-boarding and integration, performance management, learning and development, reward and recognition and succession planning) in an integrated fashion to strategically leverage talent)" discuss in detail the Integrated talent management process for a company of your choice? **20 Marks**

2.4 "Inclusive Leadership is the ability to lead a diverse group of people while demonstrating respect for each person's unique characteristics without bias, says Smayra Million" Enumerate the characteristics and qualities of inclusive leadership **10 Marks**

**TOTAL MARKS 100**