



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION : BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS DEGREE	
QUALIFICATION CODE: 08HRM	LEVEL: 8
COURSE CODE: CBT811S	COURSE NAME: CAPACITY BUILDING & TALENT MANAGEMENT
DATE: JULY 2025	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms. MARTHA NUMUTUWA
MODERATOR:	MR BU SHIKONGO

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL questions.2. Write clearly and neatly.3. Number your answers clearly.

THIS QUESTION PAPER CONSISTS OF 7 PAGES (Including this front page)

SECTION A

40 Marks

READ THE QUESTIONS BELOW CAREFULLY AND ANSWER ALL THEM.

1.1 Discuss how talent can be attracted in the emerging markets? **10 Marks**

1.2 Discuss the responsibilities that the National Council of Higher Education (NCHE) is charged with by the Ministry of Higher Education Training and Innovation? **10 Marks**

1.3 Explain how to manage local talent in a global company focusing on perspectives of On-Boarding, Development and Engagement? **10 Marks**

1.4 Discuss the characteristics of an inclusive leader in managing a diverse workforce? **10 Marks**

SECTION B**60 Marks****READ THE QUESTIONS BELOW CAREFULLY AND ANSWER ALL THEM.**

Read the article below

Article: TALENT MANAGEMENT: A SYSTEMATIC REVIEW

In recent years the concept of talent management is distinguished as fairly new and it has attracted the interest of most of the researchers (Lewis and Heckman, 2006), so the organizations are required to distinguish between their employees according to their performances (Kontoghiorghes, 2016; Mensah, 2015). Human capital is the mixture of skills, experiences, knowledge, motivation, and capabilities of the employees. Because of that, it is important to recognize how to manage and control the talented employee, to invest in their skills, experience, knowledge and to enhance productivity and performance of organization (Burbach and Royle, 2010; Máté et al., 2016).

Most booming businesses recognized years ago that the most efficient practices of talent management are directly associated with the organizations culture and strategy (Gamama et al., 2018). In the current business environment, there is a high demand for talented employees in organizations (Cappelli, 2008). Although most of the organizations apply the practices of talent management there are a lot of mysterious issues that need to be cleared (Van Zyl et al., 2017). The business environment has gone through many changes in different aspects such as the nature of work and the new forms of work (Bozionelos and Wang, 2006), which come from new knowledge innovation, new skills and increasing competition between firms (Garrow and Hirsh, 2008). The organizations focused on their intangible assets like knowledge and talented employees because the business environment is characterized by uncertainty, complexity, and unpredictability (Chuai et al., 2008; Dajnoki and Héder, 2017). By keeping an eye on successful organizations one can observe that the organization which is hiring, managing and retaining high performed and talented employees have a high level of organizational success, which explains the increasing demand and competition for skilled employees on a global level (McDonnell et al., 2017). It's become obvious that the essential asset of a successful organization is human capital because it plays a fundamental role in the competitiveness and growth of the organization (Lockwood, 2006) that, put the human resources management on the front line and a strategic business

partner in the organization (Collings et al., 2019). So as a result, human resources management (HRM) and human resources (HR) practices have become important, thus, they are trying to find a strong framework and develop the efficiency of their practices (Collings and Mellahi, 2009). Author: Maha Lutfi Al- Dalahmeh, Károly Ihrig DocPublished on June 2020. Oradea Journal of Business and Economics.

2.1 Reflect on the article above and explain the Talent Management concept (a), in addition discuss the importance of it for any organisation reflecting on the article above (b)?

10 Marks

2.2 Analyse the Talent Management concept and discuss the talent management process in detail?

20 Marks

2.3 The Namibia Qualification Authority is mandated to implement the Qualification Framework (NQF). Discuss the benefit that the frameworks provide to its stakeholders (students, employees, training providers and institutions)?

10 Marks

2.4 Discuss the life cycle of Integrating a Talent Management System ITMS in any organisation?

20 Marks

TOTAL MARKS 100