



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND SCIENCES, HOSPITALITY, TECHNICAL AND  
VOCATIONAL EDUCATION AND TRAINING

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: CBT811S</b>	<b>COURSE NAME: CAPACITY BUILDING AND TALENT MANAGEMENT</b>
<b>SESSION: JUNE 2023/ JULY 2023</b>	<b>PAPER: THEORY (PAPER 1)</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Mr. ODILO SIKOPO
<b>MODERATOR:</b>	Mr. B. U Shikongo

<b>INSTRUCTIONS</b>
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 Talent sourcing; Talent management governance and workforce planning with reference to capacity building? (12)

- a) Talent sourcing
- b) Talent management governance
- c) Workforce planning

1.2 Your organisation have introduced a new Tourism subsidiary as part of the expansion strategy? As the HR Manager you have been requested to develop a reward strategy for this new Product?service based on its life cycle. Identify and analyse how you will prioritise the incentives throughout the life cycle? (16)

1.3 Critically analyse the principles that inform the measurement of talent management strategy processes? (10)

1.4 The Namibia Qualification Authority (NQA) is responsible for the accreditation of qualifications, standardization of unit standards that validate specific qualifications. Discuss what Unit standards are, and how they contribute to the alignment of local qualifications and international Institutions qualifications? (12)

Section B: Case Study

(50 Marks)

Question 2

**Article Title: Qatar Energy signs MoU with Namibia to enhance energy co-operation**

Newera Era

Staff Writer, Maihapa Ndjavera

April 18, 2023

Qatar Energy has signed a memorandum of understanding (MoU) with the Ministry of Mines and Energy of Namibia to strengthen co-operation in the energy sector. The agreement was signed by HE the Minister of State for Energy Affairs Saad bin Sherida al-Kaabi, also the President and CEO of QatarEnergy, and Tom Alweendo, Minister of Mines and Energy, Namibia, at the signing ceremony held at Qatar Energy's headquarters in Doha.

The MoU paves the way for continued co-operation and covers key areas such as knowledge sharing, workforce development and exploring further investment opportunities in Namibia. In his remarks at the signing ceremony, HE al-Kaabi said: "We are pleased to further enhance our co-operation with the government of Namibia and build on our recent successes. This agreement further strengthens our relationship as we work jointly towards a prosperous future." QatarEnergy recently announced a light oil discovery in the Jonker-1X well in the Orange Basin, offshore southern Namibia, adding to the previous two separate oil and associated gas discoveries in the same basin in 2022.

QatarEnergy holds interests in three exploration licences offshore Namibia, PEL-39 (45%), PEL-56 (30%) and PEL-91 (28.33%), covering a total area of over 28,000 km<sup>2</sup>.

2.1 Critically analyse some talent development benefits that Namibia will achieve should Qatar Energy decide to operate in Namibia following the signing of the agreement? (15)

2.2 Emerging markets have for some time been recognized as the primary engine for future economic growths. Analyse the talent management challenges that are common to most Multinational Corporation operating in emerging markets? (15)

2.3 Discuss the concept of employee value proposition and how it can serve as a tool for Qatar Energy towards the attract and retain expatriates in Namibia? (10).

2.4 Organisations that decide to go globally inevitably impact the activities performed by their HR department. Discuss some practical impact that the standard bank move will have on the HR activities?  
(10)

**Total: 100**