FEEDBACK TUTORIAL LETTER

1st SEMESTER 2019

ASSIGNMENT 1

CAPACITY BUILDING AND TALENT MANAGEMENT (CBT811S) - 2019
Introduction

From the perspective of the face-to-face marker tutor, the assignment was clear and could be completed with the students facing many problems. Our students are afforded the opportunity to have a Study Guide and the prescribed book on registration. At the same time, they can consult the face-to-face marker tutor whenever they feel they are bogged down in their attempts to complete the assignment. However, it is unfortunate to say that students are not taking advantage of the above-mentioned opportunities.

Assignments still show signs of being rushed through. Students are not showing that they planned their work thoroughly and carefully. There is also no sign of seriousness on the part of the students in that they are not even editing their work for spelling, grammar and syntax. In addition, the questions are not well structured and written in a professional way. Students are encouraged to check model answers provided by the lecturer/face-to-face tutor/marker. What the face-to-face tutor/markers expected the students to do is given below.

(a) Several meanings are ascribed to Talent Management by several authors in this subject. Identify and discuss each of these four (4) definitions, and also try to compare and contrast them in pairs and say why you believe Capacity Building and Talent Management is a must for all progressive organisations and employers of choice, and that Talent Management can benefit the organisation, employees themselves and human resources management practitioners if they have knowledge of it. **(Your answer should be at least 3 pages long)** (25)

In the question given above, the student was expected to identify the meaning ascribed to Talent Management by several authors (found in the Study Guide, the Prescribed textbook and several other recommended books). The comparisons were supposed to be done in such a way that the student shows that he/she has a full grasp of the import of Capacity Building and Talent management as a study discipline. In other the students were expected to discuss the meanings of the concept in their own words, their own understanding of the subject at this level without copying word for word.

To this end, the answer to the first question (a) was supposed to be arranged as follows and not on bullet form and student are encouraged to write the whole question in future as this is expected to guide them in making sure that they do exactly what the question requires:

**Meanings of Talent Management (TM)**

1. Pro-actively identifying suitable local and global talent pools and, attracting, retaining, developing and effectively managing a disproportionate number of fit-for-purpose, high calibre, diverse people who can be deployed in the right
emerging market positions to contribute meaningfully to the organisation’s performance (Bluen, 2013, p.1-4).

As can be seen from the underlined key words in the above-given definition of Talent Management by Bluen (2013), a student can discuss a lot, even when comparing two given meanings. Students are expected to identify key words in each given definition of Talent Management and even go to the extent of consulting a dictionary or Thesaurus, to get the real meaning of the key words. At this level, it is high time students learnt to utilise facilities such as the library and wi-fi when they are competing their assignments and there should be evidence that a thorough study was conducted through given citations and references.

2. Talent management is also defined as the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing and utilising people with required skills and aptitudes to meet current and future business needs (Meyer et al., 2015).

Looking at the two given definitions so far, it was expected to be easy for a mature student to realise the similarities and difference in thrust between the two given authors. Bluen (2013) gives a straight definition of TM, exactly what he believes it is all about, and the student need to attempt what it is all about by further explaining each of the underlined key word. A clever student would realise that both Bluen (2012) and Meyer et al. (2012) are talking about the same but they are emphasizing different things that should done to manage TM effectively. For example, Meyer et al. (2015) the implementation of integrated strategies or systems, the design of the integrated strategies or systems to increase workplace productivity. So there is a lot that a student can say when comparing the definitions, obviously a student can say this in his own words and individual perception of what he/she has researched.

3. TM is also defined as the sourcing (finding talent); screening (sorting of qualified and unqualified) applicants; selection (assessment/testing/interviewing, reference and background checking etc. of applicants; onboarding (offer generation/acceptance); retention (measure to keep the talent that contributes to the to the success of the organisation); development (training, growth, assignment, etc.) deployment (optimal assignment of staff to projects, lateral opportunities, promotions etc.) and renewal of the workplace, with analyses and planning as the adhesive/glue, overarching ingredient (Erasmus et al.(2016).

Still, these authors are talking of the same thing but with emphasis on it done. Erasmus et al.(2016) are emphasizing the process of TM like Bluen (2013). So the student explains these difference and similarities is his/her own way.

4. Student were expected to research on a further definition of TM, their own result of research and complete the assignment accordingly. For example, TM is defined as the proactive design and implementation of an integrated talent-driven organisational strategy directed at attracting, developing, retaining and optimising the appropriate talent requirements as identified in the workforce plan to ensure
Once again the learners do the assignment as advised, by looking at the underlined terms, and comparing the definitions with each other and noting the differences and similarities as illustrated by the face-to-face/marker tutor. Learners must adhere to the stipulated length of the answer.

(b) In all study disciplines, there are philosophies, approaches and principles that guide practitioners to operate and make decisions. Identify and comprehensively discuss talent management philosophies, approaches that you believe guide Talent Management practitioners in managing talent in an organisation. (Your answer should be at least 3 pages long) (25)

Once again, the information that was supposed to be used in this assignment is available in the study guide. The students were supposed to search for it and answer the question accordingly.

As an introduction, may be the students were supposed to define what is “philosophy,” “approach,” and “principle” and discuss briefly how the three influence management of TM.

**Processes**
- Human Capital planning
- People management action planning
- People leadership

The above processes were supposed to be thoroughly discussed in students own words and comprehension. Copying and pasting was not tolerated.

**Philosophies**
- All employees have some form of talent, but not meaning that all employees have unlimited potential
- Organisational culture and leadership styles are key aspects of a successful talent management strategy
- The driver of a talent management strategy is to ensure that the organisation optimises all its human capital
- Optimum human resource utilisation is informed by current as well as future strategic requirements.

Looking at the definitions of TM, and drawing ideas from there, students are expected to discuss the above in their own words and according to how they understand them in a scholarly way.

**Principles**
- Line managers are in the first instance accountable for TM in whole organisation
- Employees are accountable for their own development and advancement in the organisation
• HR are to ensure that the TM system is aligned to business strategy and operational requirements and conforms to best practices
• An agreed organisation-specific competence framework forms a key part of the assessment and identification of talent.

So, as previously advised, students are to follow the advice given above in order to complete the assignment and also provide references and citations.

[END OF REPORT]