



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY  
FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: HONOURS BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE:</b> 08HBHRM	<b>LEVEL: 8</b>
<b>COURSE CODE:</b> CMD812S	<b>COURSE NAME:</b> CAREER MANAGEMENT AND DEVELOPMENT
<b>SESSION:</b> JANUARY 2020	<b>PAPER:</b> THEORY
<b>DURATION:</b> 3 HOURS	<b>MARKS:</b> 100

<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Dr Andrew Jeremiah</b>
<b>MODERATOR:</b>	<b>Mr. B.U. Shikongo</b>

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

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

**THIS EXAMINATION QUESTION PAPER CONSISTS OF 3 PAGES** (Including this front page)

## **Question 1**

Read the case study and answer the questions that follow.

### **Lindiwe's career story**

“My initial career goal was becoming a financial advisor. When I was in Grade 7 my class teacher advised me to drop Mathematics. He argued that it would be difficult for an African person, let alone an African woman to ever secure a position as a Financial Advisor. Now when I look back, I realised that agreeing to that form of mentality was the worst mistake that I made in my life. In the same year, my father ordered me out of school because he believed that educating a girl child was a waste of money. He claimed that I would get married one day and make someone rich with my education.

I was 11 years old and already living my worst nightmare. I had to go and work as a domestic worker for a white family. My peers were in school and the embarrassment of being out of school and working as a domestic worker almost killed me. I worked as a domestic worker for almost two years when one of my aunts organized a job for me in a primary school where I also worked as domestic worker. I do not recall how good the pay was because my father demanded it all. He always wanted it in a sealed khaki envelope and did not give me even a cent. On my 16<sup>th</sup> birthday, I secretly started buying and selling fruit and vegetables during my spare time as I needed to earn money for myself.

I used the money I made to register for Grade 10 through correspondence. Doing hard manual work from 8.00 am to 5.00 pm, was energy sapping and extremely strenuous. At that time, however, I was very angry and determined to try anything that would liberate me from my dire situation. It took me two years to acquire the famous Grade 10. My step mother would not let me use house candles. I had to do most of my reading by moonlight, which is why I wear spectacles today.

After obtaining my Grade 10 certificate, I applied for training at a nursing school. It was not because I loved nursing, I wanted to escape from home. I was surprised when my application was accepted. I trained as a nurse and somehow began to appreciate and love nursing. I obtained distinctions all through my studies. The hard work opened my doors for me and I was then able to progress much faster in my career. I later obtained a Matric certificate through correspondence and went on to complete a BA (Honours) at the University of South Africa (UNISA). I was awarded a couple of diplomas as well.

Now I work as a chief matron at a prominent medical institution. I still love working with figures and I appreciate and enjoy my current career even though I initially opted for it out of frustration. Most patients that I have come across have informed me that my personal approach makes them feel that they are in capable hands. I must admit that this makes me get more motivated to make a difference in people's lives.

- 1.1 In the case study, there are indications that Lindiwe could have followed an Entrepreneurial career. With examples from the case study, describe what an entrepreneurial career entails. (5)
- 1.2 In the case study, Lindiwe showed that she had career resilience. Describe and define career resilience using examples from the case study. (10)
- 1.3 In the case study, there are indications that Lindiwe had “self-knowledge,” and did “career planning.” Show and describe the indications that Lindiwe had the above two mentioned attributes, separately (10)
- 1.4 Differentiate a linear career and protean and argue that Lindiwe’s career satisfied both these career types. (5)
- 1.5 Lindiwe said “Doing hard manual work from eight to five was not practical and was extremely strenuous.” Meaning that it was drudgery. With the aid of a table, give a summary of how the meaning of work evolved over time. (10)
- 1.6 In the case study, it can be argued that Lindiwe used both the Plan-and-implement career models, and the Test-and-learn career models. With the aid of a table compare and contrast the two career models mentioned above. (10)
- 1.7 Articulate the trait-and-factor /person-environment-fit theories, in particular Parson’s trait-and-factor theory using the example of Lindiwe in the case study. (10)
- 1.8 Identify and discuss life tasks in the Early adulthood life/ career stage, Middle adulthood life/ career stage, and Late life /career stage. (10)
- 1.9 In order for people to benefit a meaningful quality of life in retirement it is necessary that theories such as “Continuity theory,” “Activity theory,” “Disengagement theory,” and “Differentiation theory,” are taken into account. Briefly explain each of the above mentioned theories using real life examples. (10)
- 1.10 Discuss eudemonic well-being and all the elements that it encompasses using relevant real life examples. (20)

**[GOOD LUCK]**

**[END OF EXAMINATION]**