



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
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COURSE CODE: CMD812S	COURSE NAME: CAREER MANAGEMENT AND DEVELOPMENT
SESSION: JANUARY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION	
EXAMINER(S)	Ms. Fiina Shimaneni
MODERATOR:	Dr S. Amunkete

INSTRUCTIONS
1. Write clearly and neatly. 2. All questions are compulsory

THIS MEMO CONSISTS OF 4 PAGES (Including this front page)

SECTION A

[5]

Question 1: Multiple Choice Questions. Choose the most appropriate answer.

1.1 Which of the following statements best describes the concept of work centrality?

- a) It measures the financial rewards one expects from their job.
- b) It indicates the level of job satisfaction an employee feels.
- c) It focuses solely on the time spent at work.
- d) It reflects the importance individuals place on work relative to other life domains.

1.2 How can understanding employees' work values enhance organisational performance?

- a) By enforcing strict adherence to company policies.
- b) By aligning job roles with individual aspirations
- c) By minimizing opportunities for career development as budget are tight.
- d) By focusing exclusively on financial incentives.

1.3 Which of the following best captures the essence of a protean career?

- a) A career focused on climbing the corporate ladder within a single organisation
- b) A career strictly defined by established hierarchies and job titles
- c) A career limited to traditional employment settings
- d) A self-directed career path that emphasises adaptability and personal growth.

1.4 What is a primary characteristic of a traditional career model?

- a) Emphasis on rapid job changes and flexibility
- b) Focus on freelance and gig opportunities
- c) A clear, linear progression through established roles within one organisation.
- d) Prioritisation of personal values over job security.

1.5 According to Super's Life-Span Theory, which of the following factors is essential for understanding career development?

- a) A fixed skill set determined at the start of one's career
- b) The primary focus on job market trends
- c) The interaction of personal characteristics and societal influences over a lifetime
- d) Strict adherence to one's initial career choice.

Question 2

[10]

The series of statements below relate to the evolution of the meaning of work. For each statement, indicate the corresponding era that best aligns with the described concept.

2.1 Work became more centralized, with the rise of factories and urbanization.

2.2 Focus shifted from manufacturing to services and information.

2.3 Predominantly rural and agrarian societies.

2.4 Work is increasingly flexible and technology driven

2.5 Work was primarily about survival and meeting basic needs.

2.6 Rise of remote work and flexible job arrangements.

2.7 Growth of the service sector.

2.8 Introduction of machinery and technology.

2.9 Work was labour-intensive and relied heavily on human and animal power.

2.10 Work shifted towards mass production and economic growth.

Section B

Question 3

[25]

Read the following scenario and answer the questions that follow.

Selma is a 28-year-old data analyst working for a tech startup. She graduated with a degree in data science and has quickly advanced in her career due to her ability to adapt to changing technologies and work environments. She continuously updates her skills to keep pace with

emerging technologies and industry trends. She participates in online courses and attends workshops regularly. She thrives in team settings and collaborates with cross-functional teams to deliver innovative solutions. Her strong interpersonal skills allow her to communicate effectively with colleagues from diverse backgrounds. Selma embraces a mindset of lifelong learning, actively seeking new knowledge and experiences to enhance her professional capabilities. She seeks roles that align with her values, prioritizing companies that emphasize social responsibility and sustainability.

3.1 Which characteristic of Selma's career reflects her ability to adjust to new technologies?

(2)

3.2 Is Selma's scenario depicting a traditional career approach or protean career approach. Motivate your answer.

(7)

3.3 Explain how the characteristic of lifelong learning has impacted Selma's career progression in the tech industry.

(6)

3.4 How does Selma's approach to teamwork contribute to her career success?

(3)

3.5 Discuss the concept of employability in relation to Selma's scenario.

(7)

Section C

Question 4

[60]

4.1 Distinguish between the protean career, the boundaryless career, the composite and entrepreneurial career.

(20)

4.2 Discuss in detail the meaning of work in eras listed below.

(20)

4.3 Schreuder & Cotzee, (2013) suggested future trends influencing the 21st century world of work significantly. Multi-generations working side-by side has been cited as one of those trends. Drawing from your understanding/research and lived experiences, discuss in detail how the five workforce generations can work side-by side in the 21st century world of work.

(20)

Good luck!