



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

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

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS</b>	
<b>QUALIFICATION CODE: 08BHRH</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: CMD812S</b>	<b>COURSE NAME: CAREER MANAGEMENT AND DEVELOPMENT</b>
<b>SESSION: NOVEMBER 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION</b>	
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<b>MODERATOR:</b>	Dr S. Amunkete

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Write clearly and neatly.</li><li>2. All questions are compulsory</li></ol>

**THIS MEMO CONSISTS OF 5 PAGES (Including this front page)**

## SECTION A

[10]

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

1.1 What is the most significant factor that contributes to an individual's career well-being?

- a) Salary alone
- b) Job title and prestige
- c) Length of tenure in a single role
- d) A balanced integration of work, personal life, and professional growth

1.2 How can understanding the meaning of work impact an employee's career trajectory?

- a) It has no significant impact
- b) It helps individuals align their roles with personal values and aspirations
- c) It primarily affects job satisfaction without influencing career growth
- d) It encourages employees to seek promotions at any cost

1.3 Which characteristic of the 21st-century workplace most significantly influences career development strategies?

- a) Rigid hierarchies and clear job roles
- b) Standardised work hours
- c) Emphasis on digital collaboration and remote work
- d) Limited use of technology in daily tasks

1.4 In which way does the "Protean Career Model" differ from traditional career paths?

- a) It emphasises job security over adaptability
- b) It focuses on external validation rather than personal growth
- c) It advocates for self-directed career management and continuous personal development
- d) It encourages employees to stay within the same company for life

1.5 Which of the following career development theories best supports the idea of adaptability in careers?

- a) Savickas' Career Construction Theory
- b) Super's Life-Span Theory
- c) Holland's Theory of Career Choice
- d) Trait-Factor Theory

1.6 How can organizations best prepare employees for future career challenges in the evolving job market?

- a) By providing one-time training sessions
- b) By focusing solely on leadership roles
- c) By fostering a culture of employability and skill development
- d) By maintaining strict job descriptions

1.7 How does flourishing at work benefit organizations?

- a) It decreases overall productivity
- b) It leads to higher employee retention and performance.
- c) It encourages conflict among team members.
- d) It has no measurable impact on organizational outcomes.

1.8 Which method is commonly used to measure subjective well-being?

- a) Surveys assessing life satisfaction and happiness
- b) psychological testing for anxiety disorders
- c) Financial audits
- d) Performance reviews

1.9 Which statement best reflects the concept of eudaimonia when defining well-being?

- a) It is about maximizing pleasure and minimizing pain
- b) It focuses solely on achieving short-term goals
- c) It prioritizes individualism over community well-being
- d) It is about living a life of virtue, fulfillment, and purpose.

1.10 Which of the following is a key aspect of psychological well-being as defined by Ryff's model?

- a) Avoidance of negative emotions
- b) Self-acceptance and personal growth
- c) Strict adherence to societal expectations
- d) Accumulation of wealth

## **Section B**

### **Question 2**

**[30]**

**Read the following scenario and answer the questions that follow.**

Emma is a marketing professional who is passionate about career. She believes in self-directed career development and is constantly seeking opportunities to learn new skills and adapt to changing market demands. Over the past five years, she has switched companies three times, taking on roles in digital marketing, content strategy, and brand management. Emma prioritizes work-life balance and personal fulfillment, often choosing roles that align with her values and interests.

David, on the other hand, has a conventional career path as a financial analyst. He has worked for the same large corporation for over ten years, steadily climbing the corporate ladder. David values job security and has a clear career trajectory laid out, with specific goals for promotions and salary increases. He believes that loyalty to his company will reward him in the long run.

2.1 Explain whose' (Emma or David) approach to career exemplify the protean career model? (3)

2.2 Whose career reflect traditional carer values and why? (4)

2.3 Analyze the benefits and drawbacks of Emma's protean career approach compared to David's traditional career model. (10)

2.4 Considering the current job market trends, which career model might be more advantageous in the future, and why? (6)

2.5 What potential risks does Emma face by frequently changing jobs? (3)

2.6 How might David's loyalty to his employer impact his career in times of economic uncertainty? (4)

**Section C [60]**

**Question 3**

3.1 Discuss how individual's life stage and career development stage impact their career progression and decision-making? Highlight the influences at various life and career stages. (15)

3.2 Psychological well-being consists of the various dimensions. Discuss these dimensions in detail. (15)

3.3 Distinguish between the traditional plan-and-implement and the modern test-and-learn carer models. (15)

3.4 Name and briefly describe the various work values that influence the meaning of work. (15)

**End of examination paper!**