



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

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

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS</b>	
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<b>COURSE CODE: CMD 812S</b>	<b>COURSE NAME: CAREER MANAGEMENT AND DEVELOPMENT</b>
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<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY QUESTION PAPER</b>	
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<b>INSTRUCTIONS</b>
1. Write clearly and neatly. 2. ALL questions are compulsory

**THIS PAPER CONSISTS OF 7 PAGES** (Including this front page)

**SECTION A: Multiple choice questions.**

**[15]**

**Question 1: Choose the most appropriate answer by writing down the correct letter in your answer book. Each question carries one mark.**

**1.1 Which of the following best illustrates work as a central life interest in modern society?**

- a) Viewing work primarily as a means of survival
- b) Choosing a job only for financial security
- c) Separating personal identity completely from work
- d) Defining one's identity and self-worth through professional achievements

**1.2 When comparing traditional vs modern views of work, which shift is most evident?**

- a) From collective values to individualism
- b) From intrinsic to extrinsic motivation
- c) From work-life balance to work intensification
- d) From organisational loyalty to boundaryless careers

**1.3 Which current workplace trend most challenges the traditional linear career model?**

- a) Hierarchical promotion systems
- b) Boundaryless and protean careers
- c) Occupational licensing requirements
- d) Long-term job security

**1.4 How does generational diversity most directly affect career management in organisations?**

- a) It creates conflicting career expectations across cohorts
- b) It increases employee turnover rates
- c) It eliminates the need for succession planning
- d) It reinforces a uniform psychological contract

**1.5 The rise of the gig economy demonstrates a shift towards:**

- a) Long-term insider employment relationships
- b) Central life interest in stable organisations
- c) Portfolio careers and flexible work arrangements
- d) High organisational loyalty

**1.6 The growing need for employability skills such as adaptability and networking reflects the rise of:**

- a) Career resilience
- b) Organisational careers
- c) Work centrality
- d) Career plateauing

**1.7 A student values autonomy, innovation, and flexibility. According to Holland, which environment fits best?**

- a) Conventional
- b) Realistic
- c) Enterprising
- d) Artistic

**1.8 At the disengagement stage, career management interventions should focus on:**

- a) Promotion opportunities
- b) Succession planning and knowledge transfer
- c) Job redesign for upward mobility
- d) Encouraging intense skill acquisition

**1.9 According to Super's Life-Span theory, a mid-career professional facing stagnation is likely in which stage?**

- a) Growth
- b) Establishment
- c) Maintenance
- d) Disengagement

**1.10 Which concept best explains careers shaped by personal values rather than employer expectations?**

- a) Boundaryless career
- b) Protean career
- c) Organisational career
- d) Traditional career

**1.11 An academic reporting high stress and declining motivation but still valuing their profession most likely requires interventions addressing:**

- a) Psychological well-being and resilience building
- b) Work centrality alone
- c) Boundaryless career mobility
- d) Traditional work values

**1.12 The major difference between the disease model and positive psychology model of career well-being is that:**

- a) The disease model focuses on prevention, while positive psychology emphasises diagnosis
- b) The disease model is future-oriented, while positive psychology is past-oriented
- c) Both models equally emphasise hedonia over eudaimonia
- d) The disease model highlights deficits, while positive psychology emphasises strengths and flourishing

**1.13 A lecturer feels energised by teaching, has strong departmental friendships and derives purpose from shaping students' futures. According to Seligman's PERMA, which elements are evident?**

- a) Engagement, Relationships, Meaning
- b) Hedonia, Accomplishment, Resilience
- c) Exploration, Maintenance, Adaptability
- d) Disengagement, Flourishing, Meaning

**1.14 Which statement best represents hedonic well-being in a career context?**

- a) "I enjoy the salary and flexible working hours."
- b) "My work allows me to fulfil my potential as a scholar."
- c) "I am proud to contribute to community development through my research."
- d) "I find deep purpose in mentoring students."

**1.15 A mid-career professional who feels trapped, disengaged, and unmotivated but is not clinically depressed would be placed on the mental health continuum as:**

- a) Flourishing
- b) Moderate mental health
- c) Languishing
- d) Acute disorder

## SECTION B: Case Study

### Question 2

[20]

Read the following scenario and answer the questions that follow.

#### Selma's Career Journey

Selma, a 32-year-old HR professional, has worked for seven years in an insurance company. She completed her degree at a public university but struggled to get internships during her studies because of limited networks. Despite her dedication, she often feels she must work harder than her peers to be noticed.

Her personality is reserved, and she finds networking events uncomfortable. Although she values stability and family time, she is highly ambitious and wants to grow into a senior management role. Lately, she feels demotivated because promotions seem to go to employees with stronger social connections.

Selma also recognises she lacks some advanced HR analytics and digital skills, which are increasingly valued in her organisation. The company itself has a rigid hierarchy with few senior positions available, making upward mobility difficult. Although Selma regards her current salary growth as insufficient, she feels that her work is meaningful and provides her with a family life balance.

- 2.1 identify the background-related hurdle that influenced Selma's career? (1)
- 2.2 State the trait-like hurdle that Selma face and briefly explain how this affects her career.(2)
- 2.3 Identify one motivation hurdle from Selma's situation. (4)
- 2.4 What skill-related hurdle is holding back Selma's career advancement? (2)
- 2.5 What organisational/job hurdles are evident in Selma's company? (2)
- 2.6 Distinguish between Selma's subjective and objective career success. (6)
- 2.7 If Selma was to overcome one hurdle first, which would be the most strategic and why? (3)

**Question 3**

3.1 The meaning of work has evolved significantly from ancient times to the contemporary era. Discuss the evolution of meanings associated with work across different historical periods. (20)

3.2 In the contemporary protean career environment, employability capital has become central to sustaining long-term career success. Critically discuss the concept of employability capital, explaining its key dimensions. (20)

3.3 Trait-and-Factor and Person–Environment Fit (PE-fit) theories remain foundational in understanding career choice and counselling. Critically discuss these theories by explaining their main assumptions, strengths, and limitations. (10)

3.4 Career well-being has moved beyond the absence of illness towards the promotion of flourishing at work. Critically discuss individual-level interventions that employees can adopt to enhance career well-being and flourish at work. (15)

**End of examination paper!**