



**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: DECEMBER 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
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<b>MODERATOR:</b>	Prof Wesley Pieters

<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 PAPER CONSISTS OF 6 PAGES (Including this front page)**

**SECTION A**

**[10]**

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

**1.1 In modern societies, work is increasingly seen as a central life interest. Which organisational practice best reflects this evolving meaning?**

- a) Offering opportunities for identity building and social contribution
- b) Treating work purely as an economic transaction
- c) Enforcing rigid job roles with no flexibility
- d) Reducing all work to gig assignments without support

**1.2 If an organisation wants to strengthen employees' employability capital, which approach is most comprehensive?**

- a) Only provide job-specific training
- b) Encourage lifelong learning and networking
- c) Promote staff only on tenure
- d) Focus exclusively on performance appraisals

**1.3 A university career centre wants to reduce mismatches between graduates and employers. Which strategy is most effective?**

- a) Integrate realistic job previews and reflective career counselling
- b) Focus only on CV writing workshops
- c) Provide only online aptitude tests
- d) Leave students to explore the labour market by themselves

**1.4 Which of the following best applies Seligman's PERMA model to career well-being?**

- a) Focus only on achievement outcomes such as promotions
- b) Provide only financial incentives for staff
- c) Reduce working hours without considering quality of experience
- d) Ensure positive emotions, engagement in work, meaningful tasks, supportive relationships, and recognition of accomplishments

**1.5 During the Industrial Revolution, work increasingly became specialized and mechanized. What psychological consequence emerged from this shift?**

- a) Greater autonomy and creativity in most jobs
- b) Stronger alignment of personal values with work tasks
- c) A universal sense of self-actualisation
- d) Alienation and loss of intrinsic meaning

**1.6 Which of the statement below is false?**

- a) The meaning of work embraces the significance that work has in people's lives
- b) Work is a characteristically human activity in which human beings can find fulfilment and completion
- c) Work is more important when compared to other areas of life, such as family, leisure, community and religion
- d) All of the above

**1.7 In which era was work mechanistic, with less emphasis on human capital?**

- a) 21st Century
- b) Industrial era
- c) Pre-industrial era
- d) Digital era (4IR)

**1.8 In the post-digital age, careers do not have a predictable length and order of sequences. Which stream below is relevant to independent forms of work where individuals are entrepreneurs in crafting new forms of alternative employment?**

- a) Free-floating professionalism
- b) Habitual flexibility
- c) Self-employment
- d) All of the above

**1.9 Patricia is a management consultant who enjoys living her dream of having her own consultancy company. She loves the financial wealth and prestige her status as a business owner brings her. She invests in her personal development to ensure that she builds the knowledge and skills to stay ahead of the competition. Which option is characteristic of Patricia's expression of career success?**

- a) Objective career success
- b) Subjective career success
- c) Self-referent career success
- d) All of the above

**1.10 Which career hurdle involves the influence of low skills utilisation in the job on career success?**

- a) Trait-like career hurdle
- b) Background-related career hurdle
- c) Skills-related hurdle
- d) Job-related hurdle

## **Section B: Case Study**

### **Question 2**

**[15]**

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

A 38-year-old lecturer, Secilia, works at a private tertiary institution and has worked for 10 years in academia. Secilia began her career with enthusiasm, publishing widely and engaging actively in student mentorship. Recently, she has felt stagnant in her role. She enjoys teaching but feels her research output has plateaued due to limited institutional resources.

At this stage in her career, Secilia is also balancing family responsibilities with work demands, often struggling to maintain work-life balance. She is considering moving into consulting, which offers flexibility and higher income, but worries about losing the sense of purpose and meaning she derives from teaching.

Her institution recently introduced professional development programmes and recognition awards to retain staff. During a career counselling session, it was evident that Secilia finds purpose in shaping students' futures, but in terms of salary and promotion she feels limited compared to peers in public universities.

2.1 According to Super's Life-Span theory, identify the career stage in which Secilia is likely situated. (1)

2.2 Illustrate objective and subjective career success indicators from Secilia's experiences? (4)

2.3 Using PERMA career well-being approach, which aspects of career well-being are strong, and which are weak for Secilia? (4)

2.4 As a career counsellor, what advice would you give Secilia to sustain her career well-being? (6)

**Section C: Structured questions [75]**

**Question 3**

3.1 When describing the post-digital workplace compared to the other meanings of work, what characteristics stand out more? (15)

3.2 Name and discuss Super's career developmental life stages (20)

3.3 Name and discuss the various services that a career counsellor can make use of when using the Diagnostic framework. (20)

3.4 Name and briefly discuss organisational interventions that may be used to promote well-being and flourishing at work. (20)

**End of examination paper!**