INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 3/SEMESTER 2
COURSE CODE: HRM 3205
NAME: CAREER PLANNING AND MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

SECTION A IS COMPULSORY and CARRIES 40 MARKS

Question 1:

This case focuses on the career story of Hasnat, who must choose between her current employment and potential employers who are valuing her development through an MBA. Hasnat wants to join an American Investment bank so she can pursue her dream of living in New York and taking advantage of all it has to offer. Two new jobs are offered to Hasnat and she is considering approaching her current employer to match her offer.

Throughout Hasnat's final year at university, she was actively recruited by several firms. As one of the top business students in her graduating class, Hasnat believed that she would be choosy in selecting an employer. Despite advice from her parents to seek a long term role, Hasnat's main criterion for potential roles was whether the firm would pay for her to undertake an MBA. Hasnat eventually settled on a business position with Trust Bank, a well-known Australian retail bank. The salary was competitive and she successfully negotiated with the bank to reimburse the fees for her graduate studies.

Staying true to her ambitions, Hasnat immediately began pursuing her MBA attending one of Australia's graduate business schools on a part-time basis. After three years, and an investment of $65000 by her employer, Hasnat received an MBA majoring in international business.

Unbeknown to her employer, she had signed up for several of the on campus interviews that were being held for

graduating MBA students. She was especially interested in the large investment banking companies that were actively recruiting on campus. She was also interested in relocating to New York. It wasn't that she was displeased with Trust bank, in fact, the opposite was true. The bank had treated her well, giving her challenging assignments and two promotions.

Hasnat just wanted to determine her market value and gain some leverage with her current employer. Also, a job with one of the top investment banking firms would allow Hasnat to continue advancing in her profession and pursue her lifelong dream of living in New York.

Hasnat was pleasantly surprised when she received offers from two prestigious New york investment banks. Both offers represented a 25percent increase over her present salary and would pay her relocation expenses. Both jobs would also allow her to manage the firm's research department. Hasnat believed she had no choice but to ask Trust bank if it would match the offers. She knows that the bank, with its rigid pay structure, would be loath to give her that kind of an increase. And her manager was not leaving his role anytime soon.

QUESTIONS

1) Critique the process Hasnat went through in her selection of her first employer. Do you think the selection was right for her? **10marks**

2) As a top performer who wants to continue achieving in her profession, is Hasnat wrong in seeking a move to a new employer in the establishment phase of her career. Give

reasons.

10marks

3) Highlight recommendations to help inform Hasnat's next step in her pursuit of career advancement. Ensure you recommendations are realistic and achievable. **20marks**

Question 2:

You are most likely to succeed in life if you use your talents to their fullest potentiality. Similarly, you will suffer fewer problems if you know what your weaknesses are, and also know how you can manage these weaknesses so that they do not matter in the work you do. So how you go about identifying these strengths and weaknesses is by analyzing the opportunities and threats that flow from them. Personal SWOT analysis is a useful technique that helps you do this. What makes a SWOT analysis powerful is that, with a little thought, it can help you uncover opportunities that you would not otherwise have spotted. And by understanding your weaknesses, you can manage and eliminate threats that might otherwise hurt your ability to move forward. If you look at yourself using a SWOT framework, you can start to separate yourself from your peers and also develop specialized talents and abilities you need to advance your career.

For example, Ronald runs his own enterprise in an area on the outskirts of Kigali. He manages a collective of people with disabilities who make puppets in a traditional style, mainly selling to tourists through local shops and pays them a basic salary as well as a profit share. The puppets are all made to Ronald's own designs and are quite different to the standard items in most tourist stores. His quirky designs and their popularity with shoppers have come to the attention of John, who runs a relatively large factory producing puppets and other tourist-friendly wares. John approaches Ronald to suggest that she buys his enterprise, including his designs and that Ronald and his employees all come and work at John's factory. He is offering a lot of money and Ronald does not know whether he wants to maintain his independence or go for the security offered by a lump cash sum and guaranteed employment. He uses a SWOT analysis to take a snapshot of his current situation and help him consider the decision.

QUESTIONS

a) How would a personal SWOT analysis matrix of Ronald look like? 20marks

b) Using the data in (a) above, suggest and explain two appropriate career options/ choices for Ronald 2marks

c) Explain the factors that would facilitate Ronald’s career progression 10marks

d) How would people (interviewees) sell themselves in a job interview? 8marks

SECTION B

CHOOSE ANY THREE(3) QUESTIONS OF YOUR CHOICE

Question 1:

Explain the meaning of **Career Planning**

5marks

b) Describe the different steps of the career planning process that a fresh graduate should follow in order to have a successful career

5marks

c) Of what importance is career planning to both the employee and the employer.

10marks

Question 2:

Plateauing has been an issue and a challenge for most organizations almost in all sectors, and it is often considered as one of the contributing factors to employees' intention to leave in most organizations.

a) Explain the strategies that employees can use to overcome **Career Plateau.** 10marks

b) Explain the five common types of career plateaus

10marks

Question 3:

Rest, relaxation, the absence of work-related tension and drama. A sabbatical offers much more than the chance to catch up on TV shows and work on your golf handicap. It opens up opportunities to live your life differently. Sabbaticals can also deliver benefits to companies who allow them. Explain the benefits of sabbaticals to the employees and the organization as well.

20marks

Question 4:

Succession Planning is critical to mission success and creates an

effective process for recognizing, developing and retaining top leadership talent in Organization's and Institutions.

a) As a student of BHRM, educate the administration of the institution on the relevancy of succession planning. 10marks

b) Discuss the challenges to effective succession planning in an organization. 10marks

Question 5:

Counseling is one of the core aspects that might lead to good career planning and management within any institution.

a) Explain the counseling process.
6marks

b) Discuss the need for employee counseling.
8marks

c) What are the qualities of a good counselor?
6marks

Question 6:

Many individuals across the globe will tell you that money isn't everything in life. They will insist that job satisfaction is way more important. Besides money, there are so many other things which influence a person's career choice. examine the factors that influence a persons career choice. 20marks

Question 7:

Write short notes on the following terms

a) Career break
5marks

b) Career ladder
5marks

c) Career change
5marks

d) Career progression
5marks

Question 8:

The career stages, also referred to as career life cycle stages, are ways of categorizing where you are in your professional life. As a BHRM student , explain the five career stages in an individuals professional life.

10marks

b) what are the features of career planning

10marks

Question 9:

Discuss the importance of career development

10marks

b) There are various steps or stages in a person's overall career development, explain these steps. 10marks

Question 10:

Employee counseling is based on the premise that employee performance can be enhanced if the employee is properly counseled by skilled managers. Employee Counseling is defined as working to help poor or underperforming employees improve and therefore it is vital to have an effective and well-documented counseling. what are the benefits of employee counseling to the employees and the organisation as well.

20marks

Question 11:

We all face obstacles in our career path, but we can overcome them to be successful. Even the most wealthy and successful people have faced career barriers, and probably some pretty big ones at that. No matter if you work in finance, construction, drama, or any other field, we all face similar barriers. As a BHRM student, explain the different carriers barriers that may affect our success. 20marks

Question 12:

with examples, explain the following terms.

a) Psychological contract.

5marks

b) Career management.

5marks

c) Mentoring

5marks

d) Promotions

5marks