INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 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

THIS QUESTION IS COMPULSORY AND CARRIES 40 MARKS

Question 1:

Linda Namulondo is a final-year student pursuing a Bachelor's Degree in Human Resource Management at IUEA. She is approaching graduation and is overwhelmed by the number of job opportunities available to HR professionals in Uganda's dynamic labor market. She is particularly torn between working in the public sector as a Human Resource Officer in a government ministry, joining a private multinational corporation as an HR Associate, or pursuing a passion-driven path in a local NGO that focuses on youth empowerment and employment skills training.

Linda has heard about the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis tool and believes it can help her make an informed decision about her ideal career path. She decides to apply this strategic tool to evaluate her internal capabilities and external environment, in relation to the Ugandan job market and her personal career goals.

Your Task:

You are required to take on the role of a career planning consultant and assist Linda in making a well-informed career decision.

Instructions:

1. **Conduct a detailed SWOT analysis for Linda**, assuming she has the following characteristics: (20 MARKS)
    - Strong communication and interpersonal skills
    - Passionate about youth development and social causes
    - Limited experience in corporate environments
    - Good academic performance and leadership roles in university clubs
    - Moderate knowledge of employment law and HR software
    - Concerned about job security and long-term growth

2. **Using the SWOT framework**, analyze how each of the three job options (Public Sector HR, Private Multinational HR, NGO-based HR work) aligns or misaligns with Linda's profile. (10 MARKS)

3. Reflect on your own career path as an HRM student and briefly describe how you would apply a SWOT analysis to determine your ideal job fit. (10 MARKS)

Question 2:

Brian Tumusiime is a recent graduate with a Bachelor's Degree in Human Resource Management from Kyambogo University. As he prepares to enter the workforce, he is

presented with three job offers:

1. A **recruitment firm** offering him a high-paying role with clear targets and fast promotions.
2. A **university HR department** looking for a staff development officer to help plan training programs for faculty and staff.
3. A **start-up HR tech company** that promises flexibility, innovation, and the opportunity to build new HR solutions from scratch.

Brian is unsure which job aligns best with his long-term values and goals. During a career coaching session, a lecturer introduces him to **Edgar Schein's Career Anchors**, a framework that can help individuals understand the core values and motivations that guide their career choices.

Brian takes a career anchor self-assessment and discovers that he is strongly oriented towards:

- **Service/Dedication to a Cause**
- **Autonomy/Independence**
- **Technical/Functional Competence**

Now, Brian wants help interpreting these results and applying them to his job options.

Your Task:

You have been selected as a career planning advisor in a career development seminar at your university. Using Schein's theory of career anchors, complete the following:

1. **Explain the concept of Career Anchors** as developed by Edgar Schein. What is the significance of understanding one's career anchor in planning a successful and fulfilling career? (15 marks)
2. **Briefly describe all eight of Schein's Career Anchors** and provide real-world examples of each, particularly in the Ugandan employment context. (10 marks)
3. **Analyze Brian's top three career anchors** and explain how each of the three job options aligns or misaligns with his core values. (10 marks)
4. Based on your analysis, **recommend the most suitable job for Brian** and provide clear reasons using career anchor theory. (5 marks)

SECTION B

ANSWER ANY 3 QUESTIONS IN THIS SECTION. EACH QUESTION CARRIES 20 MARKS

Question 1:

Discuss Donald Super's Career Development Theory and evaluate its relevance to the career planning process of HRM students in Uganda's dynamic labour market.

Question 2:

- "Career planning is no longer a luxury but a necessity in today's volatile job market." Using examples from East Africa, critically analyze this statement and evaluate how HRM students can apply this principle throughout their career lifecycle.
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Question 3:

a) Define and discuss the key concepts of career planning and management.
(10 marks)

b) Explain how these concepts can be applied by Human Resource Management students to navigate transitions and build sustainable careers in East and Central Africa.
(10 marks)

Question 4:

"Self-assessment is the cornerstone of meaningful and informed career planning."

With reference to relevant theories and practical examples, discuss the key questions involved in self-assessment and explain how the answers to these questions can influence career decisions and goal setting for Human Resource Management students.

(20 marks)

Question 5:

"Understanding the key dimensions of self-assessment enables individuals to align their career paths with their true identity and market opportunities."

Critically discuss the key dimensions of self-assessment and evaluate their role in shaping effective career planning for Human Resource Management students.

(20 marks)

Question 6:

"Effective self-assessment is not guesswork. it requires structured tools and techniques that reveal one's career identity."

Discuss the main tools and techniques used in self-assessment and analyze how Human Resource Management students can use them to make informed career choices.

(20 marks)

Question 7:

"Career development theories offer different lenses through which individuals can understand and plan their career journeys."

Compare and contrast Donald Super's Life-Span, Life-Space Theory and Holland's RIASEC model in terms of their assumptions, key concepts, and practical relevance to Human Resource Management students in today's dynamic labor market.

(20 marks)

Question 8:

14. Briefly explain the key features of the regional labor market in any two of the following countries and their implications for HRM careers:

- a) Uganda
- b) Kenya
- c) DRC
- d) Somalia

Question 9:

"The evolving labor markets of East and Central Africa present both opportunities and challenges for HR professionals."

a) Discuss the key Human Resource Management opportunities available across East and Central Africa, highlighting sectoral and country-specific examples.
(10 marks)

b) Examine the emerging trends shaping the future of Human Resource Management in the region and analyze their implications for HRM graduates.
(10 marks)

Question 10:

a) Discuss the importance of career goal setting for an individual's professional development and success. (10 marks)

b) Explain the SMART goal-setting framework and discuss how it can be applied effectively in career planning. (10 marks)

Question 11:

Discuss the role and what is involved in educational skills and development under career planning and management. In your answer, explain how acquiring relevant knowledge and competencies supports effective career decision-making, goal achievement, and long-term professional growth. (20 marks)

Question 12:

Discuss the various job search strategies used in career planning and management. In your

answer, explain how effective job search techniques contribute to securing suitable employment opportunities in today’s competitive job market. (20 marks)