



**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: 2025-04-23**

**TIME: 9:00AM-12:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

## **Section A SECTION A IS COMPULSORY and CARRIES 40 MARKS**

### **Question 1:**

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:**

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 2:**

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 3:**

Write short notes on the following terms

- a) Career break  
5marks
- b) Career ladder  
5marks
- c) Career change  
5marks
- d) Career progression  
5marks

**Question 4:**

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 5:**

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 6:**

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