



Param Puja Dr. Babasaheb Ambedkar Smarak Samiti's

Dr. Ambedkar Institute of Management Studies & Research

Deeksha Bhoomi, Nagpur - 440010 (Maharashtra State) INDIA

NAAC Accredited with 'A' Grade

Tel: +91 712 6521204, 6521203, 6501379

Email: info@daimsr.in

Careers and Career Management

Unit 4

For Internal Circulation Academic
Purpose Only

Programme Educational Objectives

Our program will create graduates who:

- 1. Will be recognized as a creative and an enterprising team leader.*
- 2. Will be a flexible, adaptable and an ethical individual.*
- 3. Will have a holistic approach to problem solving in the dynamic business environment.*

Performance & Compensation Management

Course Outcomes

- CO1-Given set of employee profiles; Students should be able to design performance appraisal process.
- CO2-For given organization; Students should be able to explore performance management practices.
- CO3-Students should be able to compare and contrast various organizational performance management programs and outline attributes of effective performance management systems.

- CO4-Students should be able to describe fundamental concepts of compensation, principles of compensation management and give examples of the types of compensation.
- CO5-Given the details of employee benefits, Students should be able to justify suitable employee benefit scheme for various organizations.
- CO6-Students should be able to explain the concept, role, & importance of career development for any organization and illustrate the importance of succession planning.

Learning Objectives

- Students should be able to understand
- Career Management
- Employee's and Employer's Role,
- Career Anchors,
- Career Problems,
- Career Mapping,
- Career Counseling,
- Succession Planning.

Syllabus

- **Unit IV: Career Management** - Career Development Plan - Employees and Employers Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counseling, Succession Planning.

What is a Career?

- It is the individual sequence of attitudes and behavior associated with work-related experiences and activities over the span of the person's life.
- The concept of careers can be described:
 - as an advancement.
 - as a profession.
 - a lifelong sequence of jobs.
 - a lifelong sequence of role-related experiences.

Introduction

- The concepts of career and career management is important in order to retain and motivate employees.
- A major challenge is how to balance advancing current employees' careers with simultaneously attracting and acquiring employees with new skills.

The Basics of Career Management

- Career
 - The occupational positions a person has had over many years.
- Career management
 - The process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively.
- Career development
 - The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment.

The Basics of Career Management

- Career planning
 - The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics; and establishes action plans to attain specific goals.
- Careers today
 - Careers are no simple progressions of employment in one or two firms with a single profession.
 - Employees now want to exchange performance for training, learning, and development that keep them marketable.

What Is Career Management?

- Career management is the process through which employees:
 - Become aware of their own interests, values, strengths, and weaknesses.
 - Obtain information about job opportunities within the company.
 - Identify career goals.
 - Establish action plans to achieve career goals.

Career Management and Career Motivation

- Career motivation refers to:
 - Employees' energy to invest in their careers
 - Their awareness of the direction they want their careers to take
 - The ability to maintain energy and direction despite barriers they may encounter
- Career motivation has three aspects:
 - Career resilience
 - Career insight
 - Career identity

Company's perspective

- The failure to motivate employees to plan their careers can result in:
 - A shortage of employees to fill open positions
 - Lower employee commitment
 - Inappropriate use of money allocated for training and development programs

Employees' perspective

- Lack of career management can result in:
- Frustration
- Feelings of not being valued by the company
- Being unable to find suitable employment should a job change be necessary due to mergers, acquisitions, restructuring, or downsizing.

Shared Responsibility: Roles in Career Management

Employees

- Take the initiative to ask for feedback from managers and peers regarding their skill strengths and weaknesses.
- Identify their stage of career development and development needs.
- Seek challenges by gaining exposure to learning opportunities.
- Interact with employees from different work groups inside and outside the company.
- Create visibility through good performance.

Manager

- Provide information or advice about training and development opportunities.
- Provide specialized services such as testing to determine employees' values, interests, and skills.
- Help prepare employees for job searches.
- Offer counseling on career-related problems.

Company

- Companies are responsible for providing employees with the resources needed to be successful in career planning:
 - Career workshops
 - Information on career and job opportunities
 - Career planning workbooks
 - Career counseling
 - Career paths

Career Anchors

- Career anchor
 - It is a syndrome of talents, motives and values which gives stability and direction to a person's career.
- Typical career anchors
 - Managerial competence
 - Inter-personal competence
 - Analytical competence
 - Emotional competence
 - Technical/functional competence
 - Security and stability
 - Creativity and challenge
 - Autonomy and independence

Career Problems

- Retention.
- Recruitment. ...
- Productivity. ...
- Training and Compliance. ...
- Health and Safety. ...
- Discrimination and Diversity. ...
- Discipline. ...
- Outsourcing.

Career Maps

- Career Maps provide a key to these questions and others. Career Maps contain detailed information to facilitate choices, based on individual talent and organizational needs. Thus, they enable HR organizations and employees separately or together to choose development paths that build intersections between career aspirations and the needs of the business.

Career Development Initiatives

- Career Planning Workshops
- Career Counseling
- Mentoring
- Sabbaticals
- Personal Development plans
- Career workbooks

A Model of Career Development

	Career Stage			
	Exploration	Establishment	Maintenance	Disengagement
Developmental Tasks	Identify interests, skills, fit between self and work	Advancement, growth, security, develop lifestyle	Hold on to accomplishments, update skills	Retirement planning, change balance between work and nonwork
Activities	Helping Learning Following directions	Making independent contributions	Training Sponsoring Policy making	Phasing out of work
Relationships to Other Employees	Apprentice	Colleague	Mentor	Sponsor
Typical Age	Less than 30	30–45	45–60	61+
Years on Job	Less than 2 years	2–10 years	More than 10 years	More than 10 years

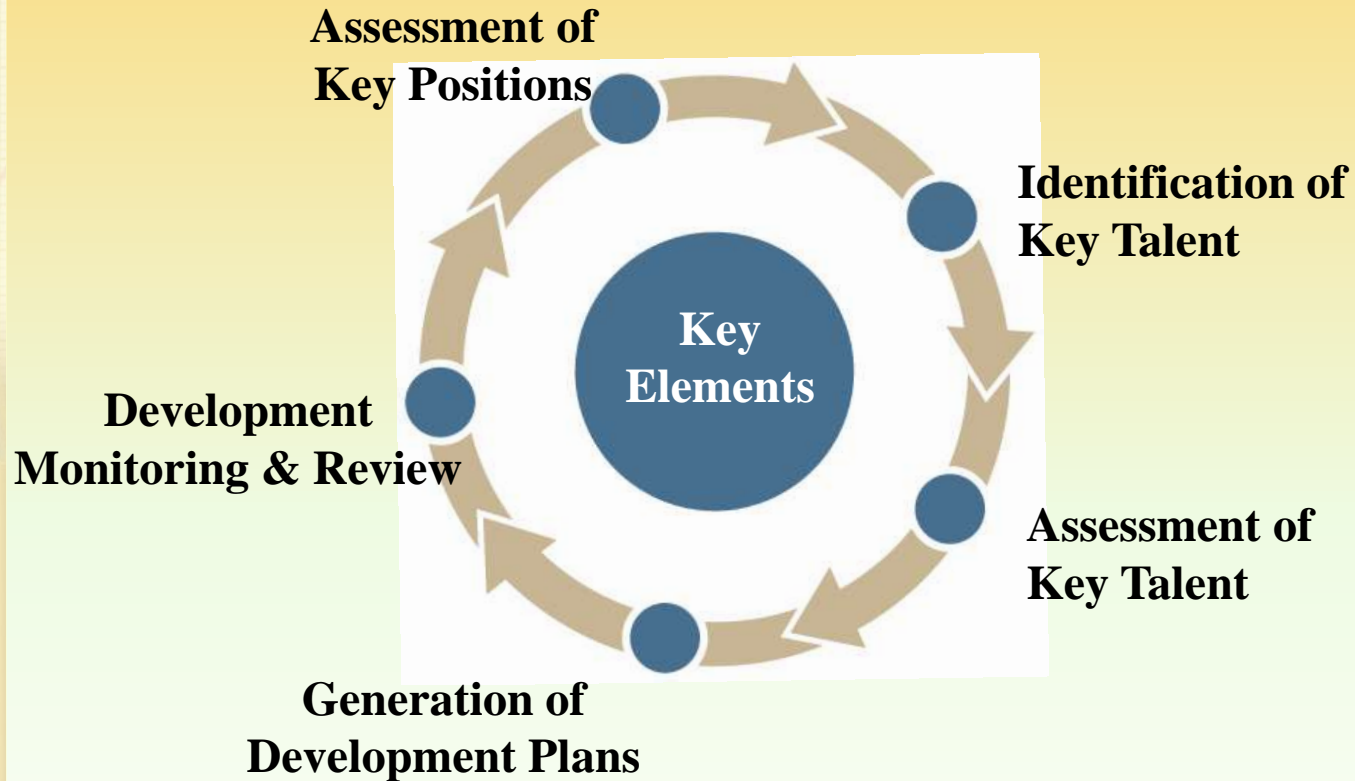
Career Counseling

- It is a comprehensive, developmental program designed to assist individuals in making and implementing informed educational and occupational choices.
- A career guidance and counselling program develops an individual's competencies in self-knowledge, educational and occupational exploration, and career planning.

What is Succession Planning?

- Succession Planning can be defined as a **purposeful** and **systematic** effort made by an organization to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future, and encourage individual employee growth and development.
- Board concerns and directives
- Increased costs associated with external searches
- Increased turnover
 - People who had been regarded as successors for key positions left by surprise
 - High performers are leaving
- Managers complain that they have no one ready to fill vacancies
- Employees complain that promotion decisions are made unfairly
- Insufficient numbers of women and minorities at senior levels

Succession Planning: Key Elements





Thank You

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Reference Books

- *Performance Management by A.S. Kohli, T. Deb-Oxford university press*
- *Personnel & Human Resource Management BY P Subba Rao*
- *Human Resource Development by Dr. D.K. Bhattacharyya, First Edition*
- *Human Resource Management by Ashwatthapa*