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Course
On

Human Resource Development

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Lecture 43: Career Planning and Development
(Contd.)

Okay, so we are moving to the next session that how individuals are going to plan their career. You remember before that we talked about the basic concept of career planning and then we also discussed that how people progress through these career stages, and what are the various things especially which is going to help you to decide in your career right. On once you have understood that the next stage is discussing about how we are going to plan your career.

So when you go about individual career planning as the individual you want to plan your career basically, then you have to see that you decide where you are and where you want to go, in the short term, in the medium run and also the long term right. Suppose, I ask you a question, you are in a particular career at particular stage okay. Down the line after five years where do you see yourself?

Most of the people I have not even thought about it that okay, this is what they want to achieve okay. But unless you plan your career well, and engage in those activities or go for those kind of intervals which is going to help you to achieve you and reach to that goal in terms of your career, I mean you will not be able to go ahead and you might be lagging behind compared to others so far as achieving your career goal is concerned. So it is very, very important to understand this phenomenon how the individuals are going to plan their career okay.

(Refer Slide Time: 01:51)

Economic Factors affecting Career Planning

- Equal Employment
- Right-sizing
- Restructuring
- Promotion Competition
- Technology and Innovation
- Layoffs/Firings



Now when it comes to career planning activities there could be number of factors which is going to affect career planning activities right. So these activities are basically related to the environment or the economy okay. The number of careers may be less or more because of different activities. So when you are going to plan your career the first thing that you have to look at, that what are the careers which are available in the market okay.

And what kind of changes are happening in the career field of the career right. Now some of these factors are very, very important in the sense that you need to look at these things in order to decide how you are going to reach to your goals in terms of achieving certain levels in the hierarchy in your career. Now if you look at some of these factors which may not be applicable in your context like equal employment okay.

You know that is also going to affect your career. How equal employment opportunity is going to help you or may not affect you also, sometimes provided it, you do not have equal employment opportunities okay. In certain states like US and other places, you have this equal employment opportunities act which helps you to explore careers irrespective of what you are as a individual. In terms of your background, in terms of your culture, in terms of your race, in terms of your gender, in terms of your ethnicity right.

So it does not matter, but when it comes to our country okay, it does matter, because you have certain systems of reservation which the objective to promote certain set of people who are not economically well off okay so that is going to affect your career at one point of a time or there.

So a person from a general category may not be able to achieve that level of career even if he thinks about it, because there is a restriction or constraint of system right.

So whether this equal employment opportunity is going to be applied in their particular context of one that is to be seen and then you have to see what are how it is going to affect you when you are going to plan your career then other activities like right sizing you know the most of the organizations because of these economic factors okay which is going to affect them they are going for right sizing what do you mean by right sizing.

Right sizing means that you are going to have just enough number of people okay it is a part of man power planning exercise where you are going to have right kind of people for the right job at the right time right so this kind of right sizing actually is happening today because many organizations are going for restructuring their man power requirement and this right sizing is done because of technology okay.

Because of automation because of mechanization okay so these factors are forcing organizations to go for right sizing in order to cut cost that is also going to affect you as when you are going to plan your career, how it is going to affect you because of the right sizing there may not be certain careers which may be available to you later on suppose you have got a good functional expertise in a particular field okay.

And tomorrow find that your that particular specialization of functional competence is no more required because this is this job going to be totally automated so if you developed this kind of expertise it is of no use and you cannot go further for example you know that most of the entry level jobs in IT companies okay are going to be automated tomorrow so if think that as a good programmer you are going to develop your career in the direction you will just pass full for a because machine learning artificial intelligent.

These are taking over then restructuring is something where you are going to restructure organize the in terms of roles and responsibility in terms of hierarchies changing in the hierarchy you are moving from tall to flatter all structures right where the number of positions are going to be less so suppose you want to become general manager tomorrow if we will find that there is no post of general manager in the company so how would you reach to that level because of the restructuring sizing that is being okay.

And then promotion competition the lot of competitions to be promoted and weather you have those competencies in order to get proportional not then I have to I already talked technology and innovation factor because that is very important okay because technology is changing the way we are going to do a our job okay.

Automation mechanization robots who are going to work tomorrow if you look at some of the things the latest things where you will find that I mean robots are working as house old serials they are going to fight with the enemies so I mean if you this that you can develop your career so you have to look at these perspectives in a brooder ways so that you decide what would be suitable and when you can really grow and develop yourself okay and then you know organizations are for later layoffs and firings.

Because defined units works being unproductive or they are not able to compute in the market we are closeting down certain units department I mean the organization are been closed out so these are some of the factors at the macro level which must be looked into before you start thinking about your career in a particular direction depending upon your strength based on your assessment right.

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Career Planning

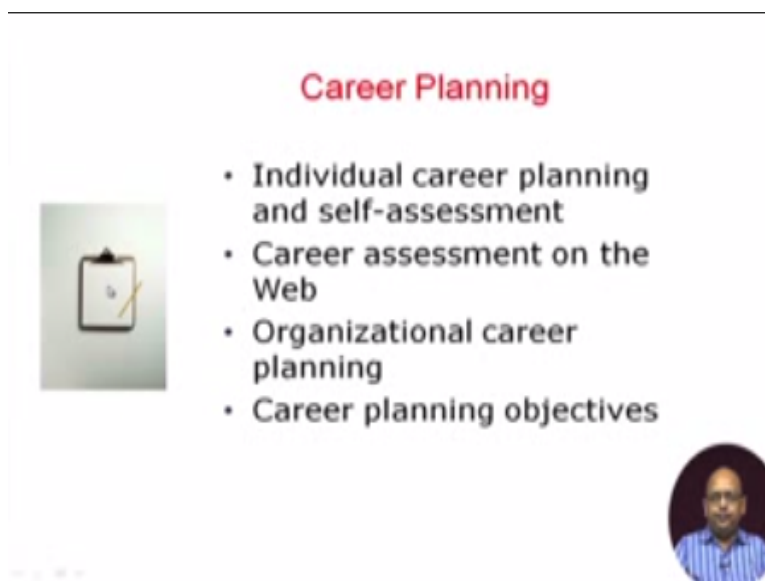
- A deliberate process of:
 - Becoming aware of
 - Self
 - Opportunities
 - Constraints
 - Choices
 - Consequences
 - Identifying career-related goals
 - Working to attain career goals

Moving further if you look at career planning has now since we have discussed about the factors which are going to affect your career so you have to adopt this process depending upon the context so economic factors technical factors social factors regulatory factors provide you context so based on this context now what you are going to do is we are going to see that how we kind plan and develop our career right so either process of planning or career first fall you have to do certain exercises okay you should know yourself in terms of strength and weakness you should also know what are in the partition that have labeled.

And that is available to you given then kind of strength that you have what are the barriers that you have what are the various options that you access so for as your career is concerned and what would be consequences if you go far this kind of career because if you get into your wrong career there is a possibility of we getting required later on right and then we happy satisfied doing that particular job so based on this you are going to decide about your goals and objectives from the career.


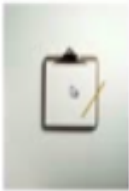
And then you plan certain intervention or activities which are going to help you in the career planning right.

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Career Planning

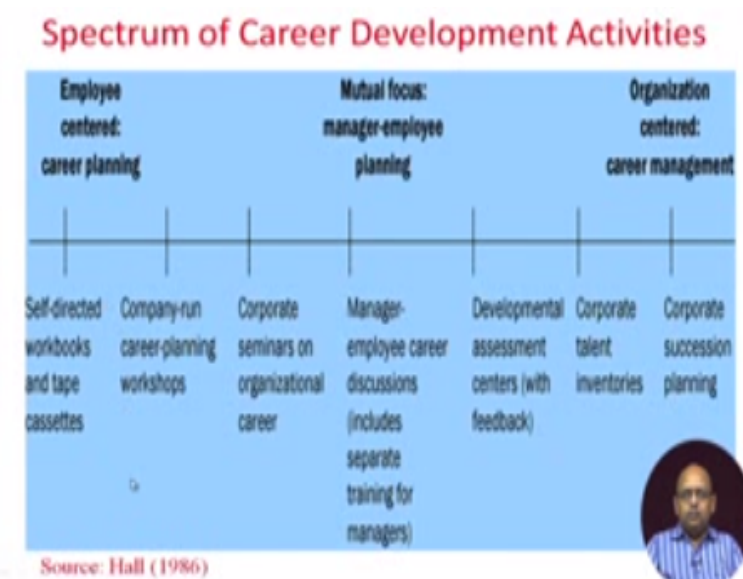
- Individual career planning and self-assessment
- Career assessment on the Web
- Organizational career planning
- Career planning objectives



So you distract with self assessment it could whether using web or you can do it on your own self then you also look at what is the career plan of the organization what kind of career path they

have for growth and development and then what is your career planning objective so we will discuss these kind of things one by one.

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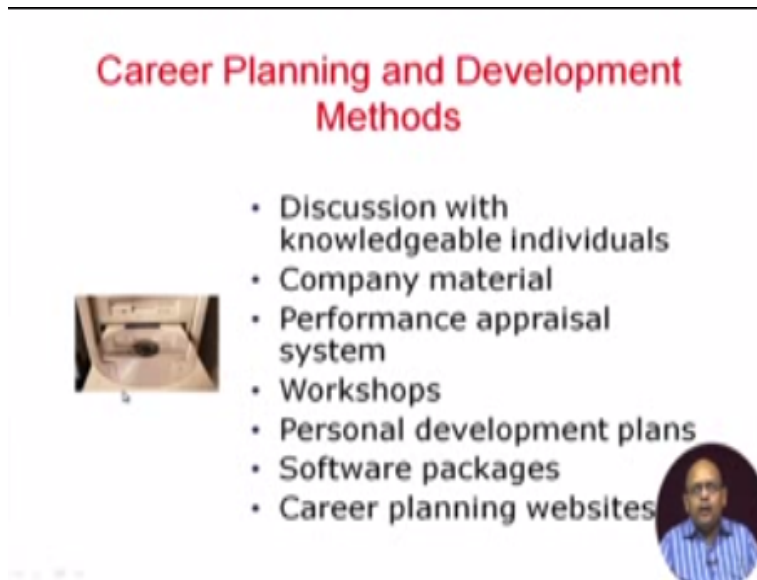


Now to start with if you look at the spectrum of the entire career development activities okay from all the stakeholders some individuals from the manager from the organizational site right, so it starts with identifying what needs to be done by you okay like say if directed work was to companies and career planning workshops moving I had you have corporate seminars or careers which is organize by the management right then you have discussions you relate to your career with supervisors.

Identifying your trending needs and see that what how you can develop then developing your assessment and being assess through development centers or assessment centers you get

feedback and see whether you have the strength or not okay and then you see what are the talent in terms inventory that is available with organization and then see what is the section of the organization and where you kind fit into that right, so you are going to in case in different kind of activities at your level with the help of the managers and also look at the organizational career plan and see that how you can go and develop yourself in the career so after this.

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Career Planning and Development Methods

- Discussion with knowledgeable individuals
- Company material
- Performance appraisal system
- Workshops
- Personal development plans
- Software packages
- Career planning websites

The slide features a title in red text at the top. Below the title is a bulleted list of seven methods. To the left of the list is a small, square inset image showing a person's hands holding a document. To the right of the list is a circular inset image of a man with glasses, wearing a blue and white striped shirt, speaking into a microphone. At the bottom left of the slide, there are five small dots, with the first one being larger and filled, indicating the current slide position.

Next we are going to discuss is that how do you go about it okay so before really want to explore our career and said goals for ourselves so the first thing is that you discuss into those who are familiar with these kinds of things knowledgeable individuals okay those you can guide and advice you okay based upon your step in strength a strength and constraints that you have they would advice you okay this would be the best career okay then you also look at the company material what it is doing.



Then see that what is your performance level then also go through the workshops seminars that is organized were organization and outside also to explore various careers for you and then next stage you are going to develop your own plan that okay these are the activities that you are going to take up as a part of a development activities that is and that where some software activities software packages can also help you to go for assessment and these kind of things and you will also find certain career planning websites.

Which will help you to decide how to go about it right so there are lot of methods that could be used to identify what it is to be done.

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Individual Career Planning Self-Assessment

- Learning about oneself
- Strength/weakness balance sheet
- Likes and dislikes survey



So the first thing that you are going to do when it comes to individual career plan is self assessment right, so that is you have to understand yourself who you are what are your strength, what are your weaknesses, what are the opportunities in this kind of things, what are your attitude interest, what are the thing that you like, what are those things that you do not like right, because you do not want to be career job which you do not like right.

You do not want to be in a career which does not match with your attitude and values, so as its go for assessment and career anchor probably helps you in this direction to understand yourself that what are the dominant anchors which is important in your life and based on that you are going to decide about your career, right. So these are the different kind of activities that you need to take up different levels.

(Refer Slide Time: 12:50)

Career self assessment instrument

Name _____ Age _____
 Department _____

Part A Values and Experiences

- Describe the roles in your life that are important to you (work life, family life, religious life, community life etc.). Explain why these roles are important to you. Indicate how these roles impact your total life satisfaction. Assign a per cent to each role (0 to 100 per cent) so that the total adds upto 100 per cent.
- Describe your educational background, including the degrees earned, academic strengths and weaknesses, extra curricular activities etc.

Degrees/Diplomas	Academic Strengths	Academic Weaknesses	Extra curricular Activities
1	1	1	1
2	2	2	2
3	3	3	3
- List any jobs you held and your experience in each position

Occupation	Job	Degree of specialisation	What I Liked	What I Disliked	Why I Left
1.					
2.					
3.					
4.					
5.					



So you go for self assessment to start with this is one example that I have taken here right, for example you have a particular role you are and then you want to go for it right, then you have to see that how you go about it right, so you look at your educational back ground, your knowledge, skill, strength and weaknesses, extra circular right, so you mention that then you see that what was job that you have done in the past including your experience and each position because that gives you to assess yourself very well, right.

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Career self assessment instrument

4. Describe any skills (rank 1 to 5 (lowest to highest) that you possess

a. Communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. Leadership	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. Interpersonal	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. Team building	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e. Creativity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f. Technical	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

(Tick the most appropriate one)

5. Summarise any recognition/awards that you have received in relation to your education, work experience, skills or extra curricular activities.

Part B. Career Goals, Work Attitudes and Preferences

1. The most important needs I want to satisfy in my career are

- a.
- b.
- c.

2. These needs can be fulfilled in the following:

Areas	Skills/Assistance needed
a:	a:
b:	b:

Contd...

Then you move to the next question that okay, what are all the things in terms of skills that is that you have at what level right, that is you are going to assess the competencies like communication leadership, interpersonal, team building, creativity technical this is not exhaust list this is the list exhaust list precise okay, these could be important a skills for moving up in the career, right. Then you see that what were the recognitions once that we have receive that was knowledge and experience that you have gained right.

Then next level you have to identify your career goals, work attitude and preferences in awareness part as, like the most important needs I want to satisfy my career what is your first, second, third then you say that okay, these needs can be fulfill in which area and what are the skills that is required, so we are going to match your need and area and then see whether it is matching your case or not, right.

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Career self assessment instrument


3. How important are these values to you in your work (1 most important : 10 least important)

Values	Rank
1. Independence or autonomy	-
2. Financial rewards	-
3. Sense of achievement	-
4. Helping others	-
5. Creating something	-
6. Job security	-
7. Good working conditions	-
8. Friendships at work	-
9. Variety of tasks	-
10. Equality and fairness	-

4. Whatever job I handle, I do not wish to compromise on the following

1:	4:
2:	5:
3:	6:

5. What internal and external constraints might you encounter along the way toward achievement of your career goals?



Moving further you are going to see that what kind of value system you have right, part of that is related to anchors also right, independence, financial rewards, sense of achievement, helping others, job security, creativity right, so whether you see that the extent to which this is there or not.

Now you look at that whether the job that you are handling how are going to compromise on the followings okay, then you look at your internal, external considerations which you encounter and based on this self assessment you will be able to understand better okay, what are your interest, what say value system okay, then what are your strengthen terms should knowledge experience what is your performance level all kind of things that you have to assess and that is the first part where you are going to asses yourself.

So now you look at this the first part it means that you are going to learn about yourself, next stage you are going to create a balance sheet of your strength and weaknesses, now you look at this.

(Refer Slide Time: 15:22)

Career self assessment instrument

6. List the specific jobs that might be in line with the above requirements

a

b

c

7. Finally, rate yourself on each of the following personal qualities or work characteristics.

Write one response for each characteristic (using the following scale: 1. very low, 2. low, 3. average, 4. high, 5. very high)

a. Emotional maturity

b. Initiative/Independence

c. Punctuality

d. Ability to handle conflict

e. Ability to plan, organize
and determine work priorities

f. Dependability in completing work

g. Flexibility and open mindedness

h. Perseverance/willingness to work

i. Ability to set and achieve



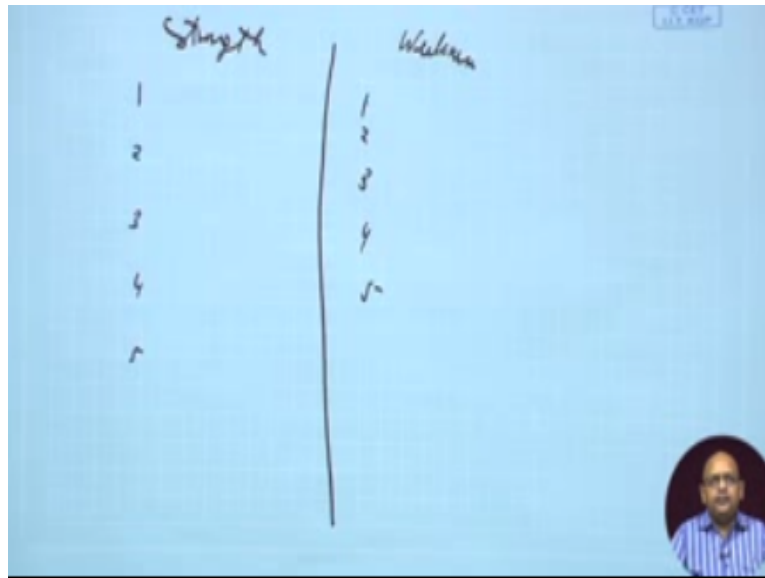
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Strength/Weakness Balance Sheet



Okay, strength and weaknesses of the balance sheet, so when I am talking about strength of the strength and weaknesses of the balance sheet so you do one thing for example if you want to create a balance sheet.

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So on this you draw a line on this side you think about your strength and on this side you think about weaknesses something like this right, why this kind of thing and then you think that okay, these are my strength and these are my weaknesses. So you create a list of strength and weaknesses so create a list of strength and weaknesses that is very, very important this is the self evaluation process so you become aware about your strength and weaknesses okay either you go for a questioner that is double by somebody or you can do on your own and decide okay think okay these are my strength and these are my weaknesses in different areas.

For example you know that you are good in doing certain things but you are not punctual so if you are not punctual punctuality is something that you are liking right, suppose you are not good in time management so that could be a weakness suppose you say that you are not a certain but you are doing your job very well but you are do not have the ability to send off right so you identify this these things and that is how you become aware about your strength and weaknesses right.

And see that how you perceive them are they really strength and weaknesses are there is otherwise may be these weaknesses may be your strength also you strength that you sometimes you say no to people and you think that it is a weakness but no it is not the weakness it could be a strength for your because you do not want to be overload it because you cannot do all the things so sometimes you have to say no it right.

So it instead of saying it is a weakness it could be strength of also so it depends upon how you perceive them is very important so once you create the list of strength and weaknesses then it is good for you then and that is what I say dry line down of the middle of the sheet of the paper then write what are the strength and the weaknesses.

(Refer Slide Time: 17:34)

Strength/Weakness Balance Sheet (Continued)

- Label left side *Strengths* and the right side *Weaknesses*
- Typically, a person's weaknesses will outnumber strengths in the first few iterations
- Ultimately some weaknesses will be recognized as strengths



Left side right strength right side is right weaknesses okay sometimes you will find that I mean everybody is doing like that you will find that more weaknesses then your strength okay and then you analyze each of these strength and weaknesses that how we are perceived it and see that what next to be done okay. Ultimately some of the weakness could be have the strength as well right.

(Refer Slide Time: 18:01)

Career Assessment on the Web

- Numerous tests and assessment sites available on Web
- John Holland's Self-Directed Search Website
- The Keirsey Character Sorter
- Information on Web about organizations that best suit each individual



Then in the survey that you have to do because it all depends upon whether you like or doing certain things or do not like doing certain things okay sometimes you may be in a job which you do not like right and then either recreate or you go for change or could be up right, so next that you do this kind of surveys okay so that you know what are the things that you like or those things that do not like sometime what happens you put certain restrictions on yourself no this is not my job this is what I cannot do this is a mentality that you have developed they could be around it could be around thinking on your part so you should see to it that why you are thinking like that.

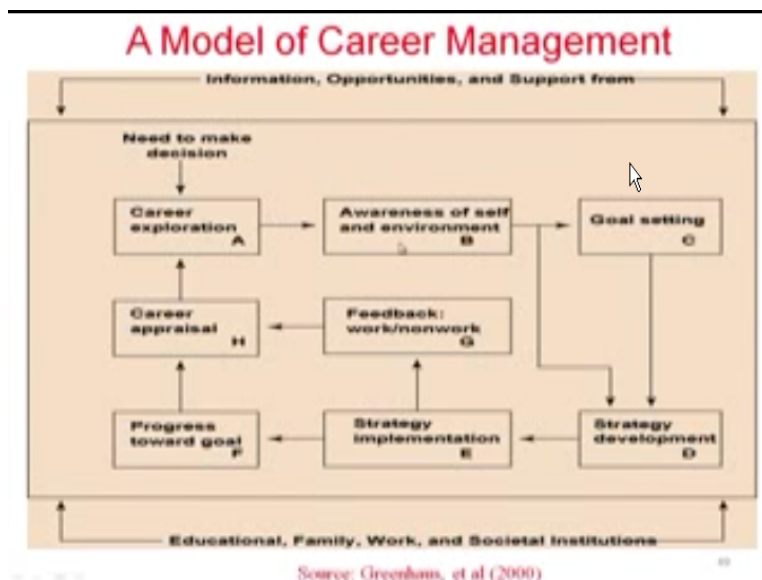
Why are putting these restrictions on yourself that I cannot do is sometimes I say no I do not want to go to south to work why what is the problem right or I do not want to go to north east or I do not want to work with this kind of companies right so this is the prescriptions that you have already made ourselves and that could be a part of our life it is liking then you go for analyzing that why you are thinking about like that right.

So you go for this kind of survey that would help you to identify or interest right if when also take help of the web so there are a lot of websites which give a lot of assessment scales which is going to help you to measure our interest as also you are liking and he is liking right one thing that you can do is that is the Holland's typology basically that helps you to identify the kind of career that you are going to be suitable and so you can visit your website or you can look in to the typology of that is developed by Holland okay.

It is a self directors such where you try to see that okay what kind of career whose in to most for table for you and then you see whether you had the strength and weaknesses relate to that particular career whether you like it or not whether your attitude or values matches that kind of career or not and then cordially look that side whether it should go for this kind of career or not Keirse characters sorter which basically tells you that okay.

Whether you have the kind of responsibility that is required for you to go into particular career not right so there could be lot, of information that you can find out today and that can assess you or help you to identify right kind of careers right.

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And then you look at this model career management okay so you move to different stages personal stages career exploration okay then you can move for career planning and before that what is happens you go for assessment get everything formation of possible look at various opportunities that is available and that is who is going to support you.

And that the background will find this is what is for the education or your family your work have in the society okay because sometimes they also influenced you and this is the job that you have to do information opportunity and support that you required in order to decide about the right kind of careers to plan your career right.

So based on this background you trying to make the decision related to you, your career so you move to the first stage that is career exploration so you try to see what kind of based upon appraisal okay and in order to see that you have to do it this you have to aware about yourself and environment.

So you remember we talked about economic factors not only government factors that is also environmental factors based on the constraints and opportunities that he is coming from the environment and your assessment you are going to set your career goals okay once you set your career goals you develop your strategy again in terms of what you are going to do in terms of action plan.

You implement those activities and progress your career goals and then see it extend to which have been able to achieve your career right here also you have the process of what you called feedback okay so once you implement you try to see that whether this is being implemented properly or not and when you are going to appraise your career in terms of whether you are having able to achieve the goals or not you also see to it that extend to which you have been able to achieve that goal okay.

Then they have career exploration if we are not able to achieve the right kind of career then you need to start the process and go through the entire team again in order to see that you are able to achieve the career that is expected from that, that is what you are expecting right so if you look at this career management process it is firstly related to individual career running two things are converted first one activity you are going to take up to explore and what kind of knowledge skill and suppose system right top.

And the bottom and then you start the processor career exploration looking at the constraint that is created by the environment and you own constraint in terms of your lacking and disliking your values your attitude all kinds of things and based on this you converse them go for what is happen you are going to set a goal based upon this analysis then in order to achieve those career goals you are going to engage in certain activities okay.

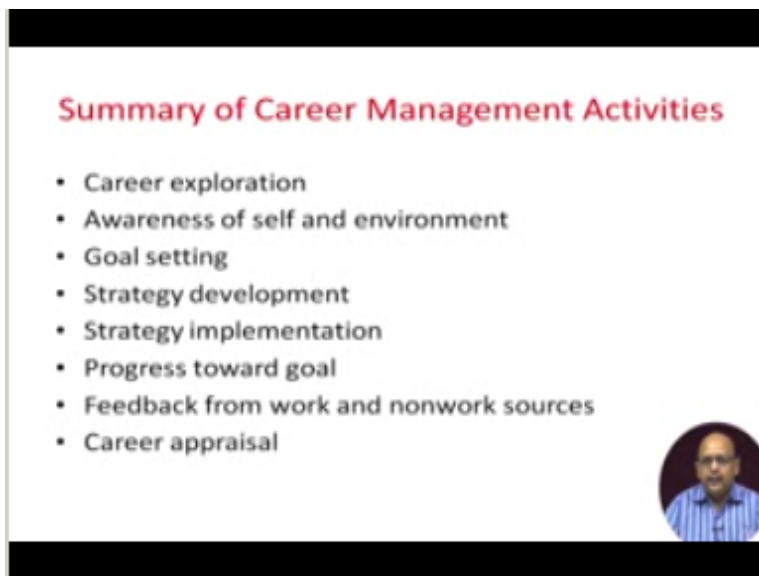
So you develop for a straggly in terms of action plan and then implement it effectively why you are going through this activity you also try to get feedback whether you are on the right track right so the feedback you have to get with at implement status whether it is been implemented so

that you are doing all the activities that is required and you also measure the goal progress goal right whether you have been able to achieve those goals and that can be done by apprising you are career okay suppose you want to say that 10 years round.

The line you want to become vice president whether you become vice president of the company it is not then now what is the problem that you face it has not happened then you do exploder career go for appraisal looking at the end zone and then you might go for a change in the goal because you think that it is not possible to achieve it so okay so when you are going to set your goals you have to see that you follow those principles of smart already achieved which is realistic within a time.

So 10 years time frame make sure that this goal is really achieved okay if you are getting a two setting too high or too low then it is not good so you should be familiar with the goal setting process and accordingly you develop a strategy so 10 years down the line what are the different activities that you plan for perform and how you are going to take it right and that is how you are going to plan you are career at the individually.

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Summary of Career Management Activities

- Career exploration
- Awareness of self and environment
- Goal setting
- Strategy development
- Strategy implementation
- Progress toward goal
- Feedback from work and nonwork sources
- Career appraisal

So what we have discussed these kind of things right go for exploration aware weak be self and environment set the goal go for strategy development implement it look at the progress that you

have made get the feedback from different sources and then evaluate yourself with that you have been able to achieve that career or not right thank you very much.