

**Training and Development**  
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**Module - 10**  
**Lecture - 49**  
**Career Challenges**

Welcome to lecture number 49. This is the 4th lecture of this particular module. In a previous lecture we discussed about managing diversity and we also discussed about how training should you know include the diverse workforce in an organization, and we also discussed about you know social responsibility and corporate social responsibility. And some of the legal aspects wherein you know the organization will warrant with the legal provisions in case, if they violate certain norms during the training program.

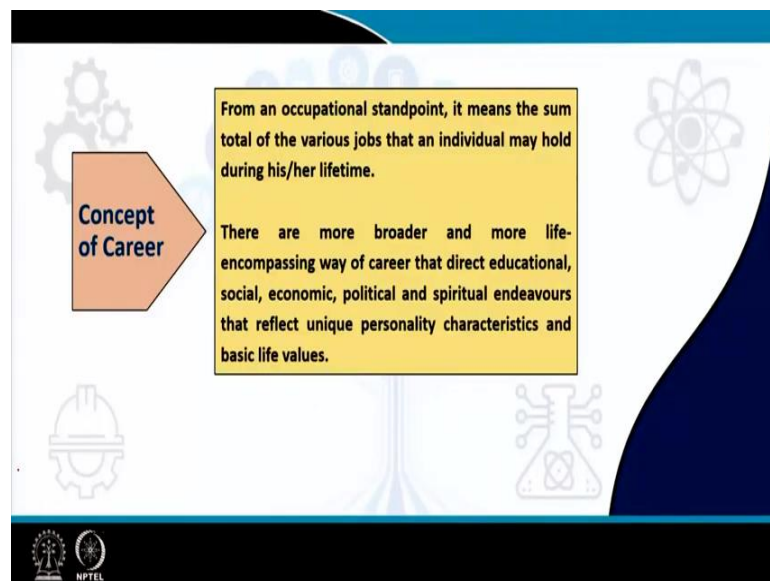
Today we are going to discuss about one of the important topics which is about a Career Challenges. We will be discussing about, what are the various ways which you know career challenges will be posed among the employees, what is the responsibility of an organization in order to design their workplaces to address these career challenges, because becoming aware about these career challenges and what are the causes or what are the reasons for which the career challenge is occurring is very important.

So, in this lecture we are going to discuss about this career challenges of the employees, and we will also discuss about how an organization will have to address these challenges of the employees either through training program or through designing their workplaces or coming up with their you know career projection plan; that is what we are going to discuss in today's lecture.

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So, let us get into the lecture. So, when you wanted to understand the career challenges, it is very important to you know start with the concept understanding the concept of career. What is a career? So, from an occupational point of view it means a sum of total of the various jobs that an individual; individual we are referring to any employee any individual who will hold during his or her lifetime.

So, similar you know its career is related to specifically to a job specific means what type of a job an individual will be carrying out throughout his or her lifetime. So, when you

wanted to understand there are broader and more life-encompassing way of career that are that direct educational perspective, social, economic, political and spiritual endurance that will reflect unique personality characteristics and basic life value.

So, in anybody's life the career is the most important aspect of their life; because they wanted to pursue a job, they wanted to pursue their skills; they wanted to meet their needs in life through their career opportunities. So, it is very important to understand the concept of career and then see how organization is going to offer better career opportunities for the employees.

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The slide is titled "Stages of Career" and features a yellow box with the following text:

There are four stages in career

- **Exploration:** Employees attempt to identify the work types that interest them.
- **Establishment:** Finding employment making an independent contribution, achieving more responsibility and financial success.
- **Maintenance:** Employees are concerned with keeping their skills up to date and perceived as someone who contributes to the company.
- **Decline:** Involves individuals are preparing to phase out of work and retire.

Handwritten notes on the slide include a graph showing a career curve with a peak labeled "Maturity" and a decline labeled "Decline". To the right, there are handwritten notes: "2015", "2020", "A, B, C", and "2015" with arrows indicating a path. The NPTEL logo is visible in the bottom left corner.

So, what are the stages of career? So, if you take you know any individual employee, we always go through these four stages in career. What do we talk about the first is an exploration. So, exploration is a stage where employee will be attempting to identify what type of work is really suits me or what type of work is interesting to me. This is an exploration stage.

For example, when you complete your graduations or you are currently working in a company you just imagine that is your first job. Probably, you had a very clear goal or maybe you already assessed yourself that yes, you are really interested in doing only this type of a job. Probably, somebody would have actually got an opportunity to pursue the same job.

So, well and good, but if you look at the other aspect maybe you know some people will join a job assuming that you know, I will be so suitable or maybe you know I like to do a coding job or maybe I like to do something on project management, I like to do some different set of a job.

Then once you join and you will be able to realize that ok. Maybe after a few months you will find you know this job is not suitable to me, maybe probably my personality type is not suitable. Maybe I am most of I am an outgoing person or probably an extrovert. I like to meet people interact people or later I find sales and marketing may be very suitable for me.

So, that is what we are trying to understand ok, it is a first stage is an exploration, where every employee will be trying to identify what type of a work will interest me; so, that you will be able to sustain your interest in a job. Because, you cannot you know carry out a job where you do not really like it. What will happen eventually?

If you do not like the job and then you still remain on the job owing to various factor of you know economic responsibility or you wanted to simply want to stay on a job, but maybe you know your engagement will be low, similarly the productivity or efficiency for a company will also be low. So, it is always very important, both the party to get benefited by identifying the what type of a job will suit a person.

Similarly, what type of job will interest me to do, that is an exploration stage. Next comes the establishment. In this stage what we do you know, they will find an employment making an independent contribution, achieving more responsibility, and become financially successful this is what an establishment.

Wherein you know you will establish yourself as an expert in the particular domain or in the particular job you become so good in performing things and you have been identified for you know good performer in the particular set of a job you are doing.

That is where you are establishing yourself, making you know significant contribution for your organization success or significant contribution for a particular job role, and you will also meet some of your financial needs through promotions, incentives, big pay packages and all that will be there in the establishment stage, where you establish yourself to a specific job.

Then comes the maintenance. Well, in this stage employees are concerned with keeping their skills up to date. You will always know that when you enter a job, let us say you are entering an organization called 'X' and you are having a, B, C skill set. Let us say you join in the year 2015 and as the years pass 2021 now or even later 2025, imagine the scale at which the technology is facing the skill which you had probably not relevant at this year.

Probably, it will not be not even existed or not even absolutely redundant obsolete for the particular year. So, it is important that you want to do maintenance factor when you want to maintain yourself as a person, who will have to upgrade your skill and want to continue to contribute in a company and then want you want to stay in a company, want to keep establishing yourself that yes, you will be a contributor.

So, it is a maintenance stage where you will have to update your skill re-skill, upskill your skill; so, that you would become relevant in a particular job in a particular organization. Then comes a decline phase you know it is kind of a curve. So, where you will go growth and maturity then comes decline. So, it is like you know pioneer when you enter ok.

So, let us put it in a four column four brackets ok. So, now, say enter then you will have a growth. This is a maturity, then you will have a decline this is a natural cycle ok. So, here what will happen you know individuals are preparing, because as you say that you know you are declining maybe you are by age or by skill level you are declining, then you are actually trying to preparing yourself to phase out of the work and retire superannuate; so, retirement.

So, this is the you know stages of a career, where somebody start with their explorations, then establish oneself where we are talking about a growth and then you will reach a maturity, which called a maturity stage. Then you will go for a decline stage where you will phase out of your job meaning you will retire from a particular job you are doing ok.

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The slide features a central text box with a yellow background and a black border. The text inside reads: "Career development is the process of choosing a career, improving your skills, and advancing along a career path. It's a lifelong process of learning and decision-making that brings you closer to your ideal job, skillset, and lifestyle." The words "learning and decision-making" and "ideal job, skillset, and lifestyle" are underlined. To the left of this box is a blue arrow pointing right with the text "What is Career Development" inside. Below the arrow, a red handwritten note says "Progression in a Job". To the right of the text box is a 3D illustration of a person standing in a hallway with four colorful doors (red, green, blue, yellow). The background of the slide is white with faint icons of gears, a lightbulb, a smartphone, and a molecular structure. In the bottom right corner, there is a small video inset showing a man in a plaid shirt. At the bottom left, there are logos for NPTEL and a university.

Now, what is career development? So, career development is a process of identifying and choosing a job and improving your skill advancing along the career path. As I was saying you know you will enter a job and then you will keep you know promoting keep yourself, moving from one position to next position, you wanted to grow up the ladder.

So, you have to know improve your skills advance that is what a career development we are talking about. It is always a lifelong process of continuous learning, decision making that brings you closer to your ideal jobs or skill set or a lifestyle what you really wanted to become. So, this is a career development always shows about ok, how you will enter a job and how you are going to show your progression; so, progression in a job.

So, we are also interested in talking about it as you enter and you wanted to reach height right. So, reach a certain point ok. So, this is the point you want to reach the top. So, this is what we are talking about a career development. How do you improve your skill and you know continue to learn; so, that you will be able to reach different heights in an organization or in a job position wise ok.

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The slide features a central yellow box with a list of factors. To the left, an orange arrow-shaped box points to the list. Handwritten red notes are present: 'Promotion' and 'Growth' near the top right, and 'Top Performer' near the 'Job performance and evaluation' item. The NPTEL logo is at the bottom left.

**Factors Influencing Career Development**

Career development can be affected by multiple factors including-

- Personality of employee
- Education, completed training and courses
- Behavior and self - presentation
- Job performance and evaluation → Top Performer
- Performed job position
- Company situation
- Willingness to change performed job or employer
- Psychological determinants, like intelligence difference.

Handwritten notes: Promotion, Growth, Top Performer

Now, what are the factors which will influence a career development? When you are talking about a career development what are the factors which will influence. It is again very importantly personality of an employee. What type of an employee are you. Are you open for challenges, you are open to learn new skills or are you a person who know resistance towards new technology, new tool or based on a type of a personality that your career development matters a lot.

And your education means your qualification formal educations or upgradation through certification programs all that and completed training and courses. How many trainings you go through, that also factors that will decide your career development. Depends on your skill development, addition of the new skill, becoming very diversified person will also help you to have a better career development.

And also, behavior and self-presentation of individuals, how will you position yourself in an organization. That will also matter in your individual behavior within the workplace, also add to what type of a career development opportunity you will have in a workplace. And of course, your job performance and evaluation, how you have been evaluated, what is your job performance, are you a top performer all the time.

If you are a top performer eventually what will happen you will be given promotion and you will be growing right. Promotion and you will always find a growth in the workplaces. Then how you have you know performed job positions in a particular job,

how did you perform were you really successful. How you were able to you know carry out routines and how you have been very successful in meeting the organization goals or individual targets being set.

And of course, it depends on a company situation what type of a company you are actually working with. Does your company is progressive, does your company is flourishing means they are having a better market share, their growth is really good based on that you will have more opportunity to do. For example, company which are very conservative or may be very restricted operations, then the viability of their expansion is very less when eventually it will also impact on the career development you will have.

Because you will leave with very a smaller number of opportunities for grow within the organization unless otherwise if a company is open and expanding diversifying, now you know increasing their business that way then you will have a more growth opportunities, then willingness to change a performed job or an employer.

So, how willingly you are likely to move from one comfortable job to the next job or probably from one employer to next employer, because you find this employer do not offer me more exciting offers or growth opportunity, then I will have to identify a different organization wherein I have more opportunity for me to grow within the organizations.

Of course, the psychological determinants like intelligence and difference level you are emotional intelligence, your IQ intelligence quotients all matters a lot that will determine what type of a career development opportunity you will be having in a workplace ok. So, these are the various factors which will influence a career development of an individual employees in an organization.



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**Career Success**

Career success depends on the individual and it can come when an individual achieve inner satisfaction through the continuing realization of the following:

- His/her deepest and most cherished life values in every major endeavor (i.e., home, work, school, and leisure)
- His/her opportunity and inspiration to use and develop current and desired skills
- His/her excitement about past, current, and future achievements

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Now, so, what is career success? How will we see you know the somebody is you know successful in a career. So, what are how does this career success depends, you know career success depends on individual and it comes it can come when an individual achieve inner satisfaction.

Now, when the career success comes what will you when will you say that you have been very successful in your career, it is depends on when an individual able to you know achieve an inner satisfaction within you; you feel satisfied through continuing continue to realize for the following.

For example, you are having a deepest and more cherished life values in your major endeavor, kind of a task you do, type of a projects you do, and you will also have an opportunity an inspiration to use and develop current and desired skill, when you are able to develop your current skill and you are able to know reach to the desired skill level you want to know go then you will feel really satisfied you find that yes,

I am being having a successful career and I also you know how what type of an excitement about the past, current and future achievements. How what type of an achievements you have shown previously or current job role or what type of achievement you are going to look for in the future opportunities, that will actually determine your career success.

So, the career success again depends on individual perspectives; how satisfied you are through your various performances, and your you know ability to learn skills update upgrade your skill level, achievements what type of an achievement you have shown that will actually determine your career success ok.

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The slide features a central text box with a yellow background and a blue border. To the left of this box is an orange arrow pointing right, labeled 'Career Challenges'. To the right is a hand-drawn diagram in red ink showing a staircase with four steps, labeled from top to bottom as '> 60 Years', '> 50 Years', '25-40', and '20-23'. The text box contains the following text:

Most of the company's workforce includes multigenerational workforce. In order to attract, motivate and retain them companies need to understand and manage career challenges and help employees deal with career issues. The challenges include:

- Balancing work life needs.
- Providing career ladders,
- Career recycling,
- Understanding job hopping,
- Help employees return to work after career break,
- Helping employees deal with job loss

The slide also includes a small video inset of a man in a blue shirt in the bottom right corner and the NPTEL logo in the bottom left corner.

Now, comes to the important aspect of the career challenges. Why are we concerned about a career challenge. You know when we talk about when you take any organization. So, in any organization you always find different type of workforces, when you talk about a diversity you know we are referring from that perspective that you will find multigenerational workforce. What are we referring to multigenerational?

As I said if you just go to a company, you will find people above 50, I am just giving in a very open way to understand how what are we referring to multi generations. So, people who are above 50 years old, then you will find just after millennials who just finished their graduations and they joined the industry, maybe somebody between 20 to 23 and you will find somebody between 35 to 40.

There are different you know people who are above 40 you will find each of them have a different you know generations, where you are talking about you know somebody will be more than 60 years as well. So, you will find you know this type of an age distribution you will find in an organization.

So, if you look at you know some each of these people come from a different generation. We talk about the millennials; we talk about generation z and baby boomers. If you look at you know when employees have come with a different age and you know it is becoming very challenging for an organization, because the need of these employees in different age categories is going to vary.

Somebody at this age they are so you know technology, you know they live born in a time that the technology was you know blossoming and they are so comfortable with the technology. They look for more challenging opportunities. If you look at people at the you know above 60, they want a very stable kind of a technology stable kind of a workplace and they wanted to be so loyal.

But, if you look at you know the employees with the younger age, they look for more challenging opportunities, more some jobs should be very challenging gives show them gives them more competing tasks. So, that they are so excited every time. They want to use a lot of technology.

So, company need to understand and manage this career challenges each type of these employees. So, that you will be able to motivate the employees retain them. So, that you will be able to manage this employee with what kind of a challenges they will face. So, that you will be able to address those career issues.

If you are failing towards a company if you are failing to address these career issues, you will be eventually losing out your employees or probably you will also have conflict within your organizations managing this multigenerational workforce. So, it is very important that you have to understand the career challenges my workforces face owing to various categories.

It may be their gender, maybe their representation from different groups, maybe you will have you know multicultural workforces or you know company where you will have people employees coming from different countries. So, you experience a lot of challenges. So, you need to understand the career issues with respect to varied workforces.

So, now let us now understand what are the possible challenges these people in workforces we face. So, they can be broadly brought into this umbrella which kind of

one is referred to work life balance needs what type of work life balance issues they face. It is we are talking about the demands between the work sphere and the personal life.

How are they going to manage these differences on their work life demands? Then providing career ladders are we going to give them the proper career opportunities, because every time an employee joins, they wanted to have a very clear path of ok. If I wanted to work in this company, in next 5 years where I can see myself; If I put in more effort within next 10 years where I can see myself in an organization.

So, the providing career ladder is important. Somebody will feel like you know I am not giving getting a proper opportunity to grow, then people will have a lot of challenges career challenges. Then career recycling people wanted to restart their job, move to a different type of job role they wanted to do, and understanding job hopping the concept of you know people moving from one organization to different organization looking out for better salaries or better opportunities.

So, it is very important that as an organization you understand job hopping behavior among the workforces. So, that you will be able to address those challenges and help employees to return to work after career break, somebody will have a break. For example, if you talk about you know having you know female employees, they might go for their you know maternity break, then they have to restart their career.

They rejoin after 1 year of break or 2 year break. Somebody will go for higher education, they will have a break or somebody wanted to just have a break for 2 years or 3 years, then they come back and join the work. How are you going to help the employee to successfully rejoin and continue where they left and helping employees to deal with the job loss in tips, if somebody is laid off how are you going to help your employees with a job loss.

So, we are going to discuss each of these challenges. So, that organizations are better aware to manage it ok.

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Work Life Balance Practices

Work life balance practices include -

- Flexible work schedule.
- Job sharing.
- Child care.
- Care of elderly.
- Personal leave.
- Telecommuting - *Work from home*
- Reduced meeting time.
- Reduced work hours →
- Adoption support.
- Paid vacation time.
- Personal services (meals, gifts, home arrange)

Now, when we are referring to work life balance related challenges. What does it you know how do we address this. You know some of the practices company use to manage this better work life balance among the employees are flexible work schedule where there is flexible in terms of deciding your schedules.

So, there are some technologies enabled organizational technologies IT enabled organizations, wherein there is more flexibility that you can actually flexibly schedule your work maybe you are always the early riser, where you wanted to schedule like ok. You wanted to have your job from 8 to 4 rather somebody will say you know I wanted to start my job little late like you know I wanted to work from 11 to 9 in the evening.

So, you are giving a lot of flexibility or somebody wants to say ok 8 to 12 and then I have 3 hours of break or 4 hours of break, then another four hours I could do. So, what type flexibility flexible work schedule you create; then job sharing was there an opportunity that you know multiple employees will share the particular job, are you providing child care facilities for you know employees with young children or a kid at home.

So, are you giving the child care facilities, care for elderly people, providing you know leave facility on personal leave or other grounds. Telecommuting we are referring to work from home concept, which is called you know telecommuting work from home. So, where post pandemic we have seen that large number of organizations almost

migrated to work from home concept you know telecommuting work, reduced meeting time.

So, reduced meeting time so, that you know they have their more time to be flexibly working on that and reduced work hours. Now, many organizations if you look at some examples of you know European countries, where they are actually proposing with reduced work hours instead of 8 hours go for 6 hours of work hours in a day.

So, companies are coming up with the several policies as long as their productivity or they are able to carry out their assigned tasks and adoption support, a paid vacation time, personal services like you know providing meal, gifts and you know sudokus, Sodexo coupons and so many things that the companies are giving services, that is to address the work life balance in an organizational setup.

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The slide features a central text box with a yellow background. To the left, an orange arrow labeled 'Career Path' points right, with several red arrows branching out from its base. To the right, there is a video inset of a man speaking. Handwritten red text on the right side of the slide reads: "Succession Plan" and "Future Leaders" with an arrow pointing towards the video inset. The NPTEL logo is visible in the bottom left corner.

**Career Path**

Career path is a sequence of job positions involving similar types of work and skills that employees move through in the company. It helps company in :

- Offering career options to the employees,
- Building employees' skills through series of jobs or roles.
- Maximizing employees' value to the company and motivating them not to leave the company.
- Developing career path involves analyzing work and information flows, important development experiences, qualification and the types of tasks performed.

*"Succession Plan"*  
*"Future Leaders"*

Now, let us also try to understand next is about a career path. So, what is career path? So, the challenge which I was also referring to career path we were talking about a career ladder right. So, what type of a you know career projection you know when you join a company you are always fine right. Now, this is your 0th year to let us say 15th year. You wanted to see what type of a career trajectory you want to see. So, that is why we are referring to as a career path.

So, career path is a sequence of a job positions involving similar type of work and skills that employee move through in a company, when I join from the 0th year to a 15th year what type of a career trajectory I am going to have. Will I have like this or am I going to have even more better opportunities. So, maybe this is a 5th year, this is the 10th year and here it depends on performance skill ok.

So, we are looking at you know what type of career path we are referring to. So, it helps company in offering career options to employees when you set your career path you know the career development opportunity for your employees, it will give more career options to the employees,

It building employee skills through series of jobs and roles giving them more job roles you are actually preparing them the future leaders for an organization is very important it is there is also success and planning we are referring to in an organization we also have to go for plan and succession planning.

We wanted to think of future leaders. How do you create future leaders? So, the future leaders are possible through this career path, you have to give them different series of jobs or different job roles so that, the employees will be equipping themselves in various aspects of the job. So, that they become future leaders in an organization.

And maximizing employee value to the company motivating them not to leave the company when you give them more opportunity and you know developing career path involves analyzing work, information flows, important development experiences, qualifications and type of you know task performance.

So, which is very important which I was saying you know, because of this improper or inadequate career trajectory plans many employees feel dissatisfied, do not find a better opportunity, they do not know what they will become in next 5 years. So, it is very important that career path in an organization is very clearly defined or at least my employee can see where they can find themselves next few years, depends on the kind of a skill they will equip themselves, kind of a performance they will give in a company.

So, that is also some of the career challenges company have to deal with ok.

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**Career Recycling**

Career recycling involves changing one's major work activity after having been established in a specific field. Recycling is accompanied by :

- A re-exploration of values,
- Skills, interests,
- Potential employment opportunities

Recycling is not just limited to older employees who are nearing to retirement.

Many companies are developing programs for retraining to fill up shortage of qualified employees from other fields.

Handwritten notes in red ink on the right side of the slide include: "GET" (with a box around it), "Production", "Finance", and "New R&D".

Now, comes the next aspect of a career recycling. What is the career recycling we are referring to? Career recycling which involves changing one's major work activity after having been established in a specific field. For example, I will join a company and I join as a GET in an operation ok. Let us say production plan ok on a production department.

I became so successful being worked in the production department for several years. Now, I wanted to move from production to maybe say finance or probably move from finance to new product development or let us say R and D. So, it is again depending on what type of cycle after you achieved or established yourself that you are looking at you know changing your job role to a different job role.

So, recycling is again established if you look at you know the stages of you know career, you look at you know explorations, it is kind of re-exploration of values where can I re-explore myself to see which job will be interesting. I have already joined in this particular position, proved myself already you know achieved all what I wanted to achieve.

Now, I am looking at a re-exploration to find where my interest can be and you know improve the skills and interest based on your interest and potential employment opportunities also you will be going for recycling. So, when you talk about recycling, it is not just limited to older employees who are only nearing the you know retirement, it is



also for employees who are in an early age or middle aged employees also we are looking at ok.

So, can a company offer more opportunity when ok, you will say you know you reached a certain position, certain level in the particular job role where you wanted to move from the particular job family to a different type of job family which gives you a kind of a job rotation, which gives you more energy and you will be excited about doing the particular job. So, that is a career recycling is another aspect that you know challenges which a company has to deal with.

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**Job Hopping**

Job hopping refers to the changing job by employees usually between companies in every two or three years.

Employees recognize that their employability and economic wellbeing depends on their personal growth and pay. As a result of that they will leave company for another job if that offers more learning opportunities or better compensation.

The slide features a blue header and footer with white icons of gears, a hard hat, and a beaker. A small inset video shows a man in a plaid shirt speaking. The NPTEL logo is visible in the bottom left corner.

Next is job hopping. So, job hopping is referring to changing job by an employee between different companies. So, we always find this become a common phenomenon across industries, you would see some of you would have already seen that you moved from one company to another company. You join a company you work for 1 or 2 years; you know there is a restlessness.

People wanted to see you know can I grow earlier or maybe you know after 1 or 2 years they find you know this job is not interesting to me or they probably this organization is not so exciting for me, let me find a different job. So, where people move from one job to another job, move from one company to another company.

You know employees recognize that you know, they when they find a different position, they also feel that you know they wanted to test their value, their employability and also look at you know can I get better salary, can I get more hike. So, they also you know depends on what type of an employability, what type of an employable skill they have and the types of their economic wellbeing.

Economic well being we are referring to the kind of you know salary or a compensation, which are catering to the needs of their economic needs of an individual employee that also depends on their personal growth and pay. So, as a result of all this you know you see that you know, the employee leave the company for another job, if they offer more running opportunities and better compensation people will leave.

Now, why are we talking about this job hopping, because it is important and as an organization to understand why an employee leave unless otherwise you are not addressing their needs either through a better learning opportunity or through a better compensation practice, you will have to lose your trained employees.

So, when you are losing a trained employee, you are at a loss that you know you need to re-skill them again to bring them to a better position better performance.

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**Challenges related to Career**

- i. Challenges due to globalization.
- ii. Challenges due to change in forms of employment.
- iii. Challenges due to change in functional forms of company.
- iv. Challenges due to mobility of the organizations.
- v. Challenges relating to promotion.
- vi. Challenges leading to former peers
- vii. Challenges arising out of diplomacy
- viii. Challenges due to lack of knowledge, expertise or training
- ix. Challenges due to lack of HR Planning.

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So, that is why it is important to know the job hopping. Now, let us understand what are the challenges related to career. So, we say you know there are several challenges.

So, challenges career challenges may be due to the globalization, maybe due to change in forms of employment, what type of unemployment is changing. Challenges due to change in functional forms of a company, may be your type of you know functional areas or domains company have and also may be due to the mobility of an organizations moving from one regional operation to different regional operations.

And challenges career challenges may be related to the promotions you are being promoted, but your skill levels or maybe you need to learn a new skill there that you will face a challenge or challenges leading to former leading your former peers, you know you have been a colleague who worked as the peers in the particular job.

Now, you become a team leader or a manager for the same peers; how are you going to manage them, because they already they were a coworker for you now you become a boss or you become a leader for them how are you going to you know handle them.

So, these are again challenges. Maybe challenges arising due to diplomacy and career challenges may and maybe employees face due to the lack of knowledge or expertise or a training they have in a particular job role or carrying out a specific job. And may be challenges due to lack of HR planning; when you talk about HR planning maybe you know wrong hiring or maybe you know poor succession planning and no adequate training provided, no induction training proper induction training provided, this may be a reason for their you know challenges.

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**Challenges related to Career**

**i. Challenges due to globalization.**  
Changes in the shape of modern careers are explained by the evolution of organizational forms in the context of globalizations.  
Globalization including technological transformation ones, have created the need for higher flexibility of organizations with regard to their structures and career management system.

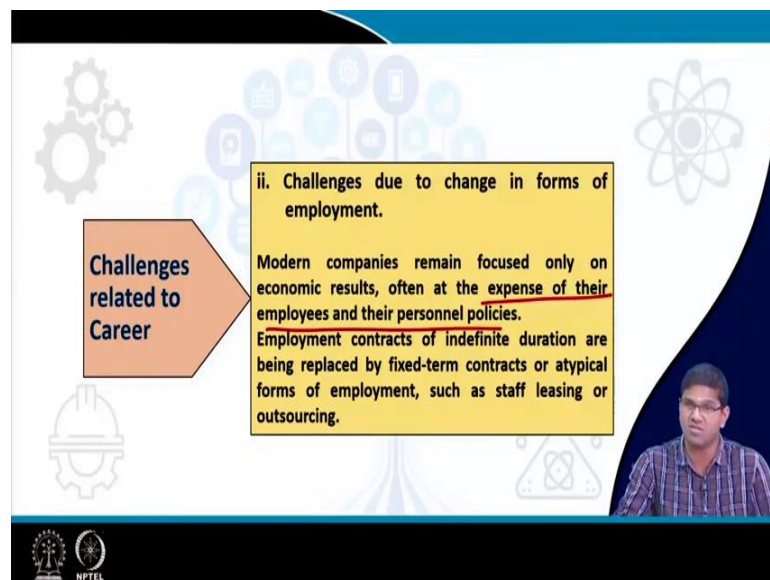
The slide features a blue and white background with various icons including gears, a hard hat, a person, and a network diagram. A small inset video shows a man in a plaid shirt speaking. The NPTEL logo is visible in the bottom left corner.

So, now let us look at in detail. So, when we talk about challenges due to globalization because the changes in the shape of modern careers are explained by the evolution of you know organizational forms in the context of a globalization, where we see you know technology is been transforming. So, because of the technological transformation the open economy and you know the penetration of the multinational companies, where you are looking at you know career challenges are huge.

Become because more flexible organizations kind of a structure they follow and there is more opportunity. There are challenges with respect to managing with at the pace of the changes which are occurring. So, that is also attributed to some of the career challenges, because of the globalization, because of the technological advancement or we are also referring to type of a disruptions which happens.

So, that disruptions will also make some skill become redundant not relevant. How you are going to manage your employees bias, where the somebody's skill become absolutely not relevant in a today's context what you will do with it.

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**Challenges related to Career**

ii. Challenges due to change in forms of employment.

Modern companies remain focused only on economic results, often at the expense of their employees and their personnel policies.

Employment contracts of indefinite duration are being replaced by fixed-term contracts or atypical forms of employment, such as staff leasing or outsourcing.

And you know again challenges due to the forms of employment. Modern companies remain focused to only on economic results meaning that they will look at what type of a profit I would make. So, but they are always making this perspective often at the expense of the employees and their personal policies.

Meaning that they will want to do just simply fire employees or they will actually I expect them to you know have more productivity, more efficiency, but their you know the pay practices may be poor.

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**Challenges related to Career**

iii. Challenges due to change in functional forms of company:  
The functional form of an organization refers to the division of the organization into multiple cells specialized in a specific task and requiring specialist skills and qualifications from their workers. Possible career paths and promotions only apply to employees within the cells and often solely mean further development and improvement of qualifications.

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So, this is again we say several career challenges will be related to because of these reasons of forms of employment and you know functional forms as I was earlier saying maybe you know organizations are divided based on division based you know.

The production department operations, marketing, finance, HR department, there are discipline focused. The people who are into those specific divisions of the functional divisions, they have to have a specific skill set on these particular functional areas unless otherwise, they will have to be trained they will have a very challenging opportunity, in case otherwise if they do not possess the required skills in the particular functional area.

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The slide features a blue header and footer. The main content area is white with a blue border. On the left, an orange arrow points right towards a yellow text box. The text box contains the following text:

**iv. Challenges due to mobility of organizations**

The changes associated with globalization and transformation, inevitably lead to increased mobility of the workforce, occupational mobility, blurring boundaries associated with geography, nationality, culture, time and space.

Increased movement of people (migration) and the strengthening of international cooperation between organizations and a number of other institutions, poses new challenges for both the employees and the organization

In the bottom right corner, there is a small video inset of a man in a plaid shirt. The bottom left corner features the NPTEL logo.

So, or maybe other again we are maybe the mobility of the organizations as we see, organizations seeing that you know mobility of their organizations where we say global organizations.

There is no restrictions on the region there which they operate and you know the increasing mobility of the workforces, workforce is also moving from one place to different places occupational mobility, becomes you know boundary less organization where those also result to a lot of career challenges. We see migrant workers are coming into the workforces or people move from one place to different places, all this attributing to several challenges in the workplace ok.



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The slide features a blue header and footer. The main content area is white with a blue wavy border on the right. On the left, an orange arrow points to the right, containing the text 'Challenges related to Career'. To the right of the arrow is a yellow box with a black border containing the text: 'v. Challenges relating to promotion. Moving to a higher level in the hierarchy and understanding what success looks like at the new level, including issues of staff training, focus, delegation, credibility and leadership.' The background is decorated with faint icons of gears, a hard hat, a person, and a circuit board. In the bottom right corner, there is a small video inset of a man in a plaid shirt. The NPTEL logo is visible in the bottom left corner.

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The slide features a blue header and footer. The main content area is white with a blue wavy border on the right. On the left, an orange arrow points to the right, containing the text 'Challenges related to Career'. To the right of the arrow is a yellow box with a black border containing the text: 'vi. Challenges leading to former peers Managing a team of former peers with the inevitable dilemma of establishing authority and altering existing relationships is also a challenge for career of employees.' The background is decorated with faint icons of gears, a hard hat, a person, and a circuit board. In the bottom right corner, there is a small video inset of a man in a plaid shirt. The NPTEL logo is visible in the bottom left corner.

Now, maybe challenges related to the promotion level, when you are moving higher in level. You need to understand what type of new skills you want; you know you need a staff training or how do you train yourself on a leadership thing that there are challenges.

Again, another one we are talking about leading the formal peers you were already worked as a coworker as I already explained this concept, when you are about to lead those formal peers, how are you going to establish the authority on them. How are you going to change the existing relationship you had, previously you are a coworker. Now,

you are a boss to them how are you going to manage this relationship with these former peers.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a dark blue curved border on the right. On the left, an orange arrow points to a yellow box containing the text: 'vii. Challenges arising out of diplomacy' and 'Moving from a position of authority to one in which influencing others and building alliances is a critical exercise for employees with career development.' The background is decorated with faint icons of gears, a tree, a hard hat, and a chemical flask. A small video inset in the bottom right shows a man in a plaid shirt speaking.

Then maybe because of the positional authority to which one influencing others, building alliances become a critical exercise for employees with a career development, because you want to grow, you want to establish certain alliances within the in organization so, that you can see that you can grow. There are maybe challenges owing to those.

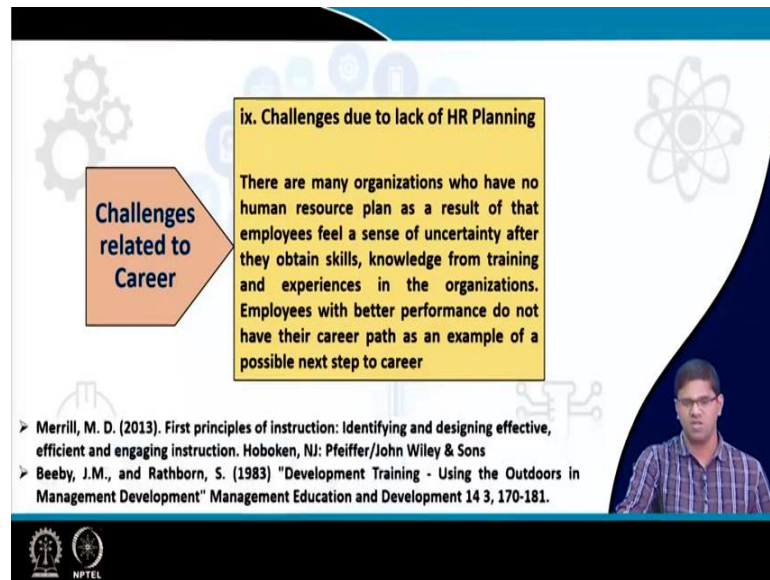
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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a dark blue curved border on the right. On the left, an orange arrow points to a yellow box containing the text: 'viii. Challenges due to lack of knowledge, expertise or training' and 'Some jobs require specific work experience, knowledge and training skills in addition to educational knowledge. Challenges raised due to lack of appropriate training expertise or trainers to impart require skills, knowledge to meet up need for career development.' The background is decorated with faint icons of gears, a tree, a hard hat, and a chemical flask. A small video inset in the bottom right shows a man in a plaid shirt speaking.



And because of the lack of knowledge and skills or expertise or a training, you will find that you know employees face challenges or career challenges. Then here our training is become a critical aspect of how are you going to train your employees, to improve their knowledge and expertise to make them a better performer in the workplaces ok.

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**Challenges related to Career**

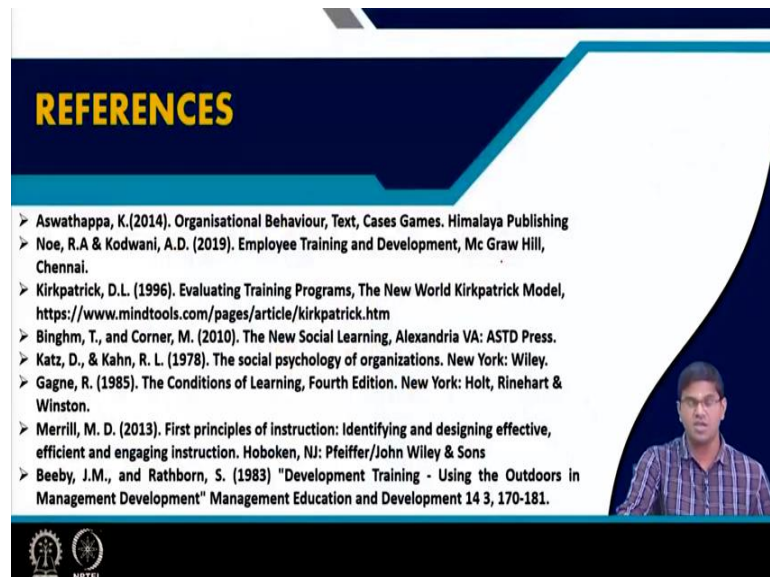
**ix. Challenges due to lack of HR Planning**

There are many organizations who have no human resource plan as a result of that employees feel a sense of uncertainty after they obtain skills, knowledge from training and experiences in the organizations. Employees with better performance do not have their career path as an example of a possible next step to career

- Merrill, M. D. (2013). *First principles of instruction: Identifying and designing effective, efficient and engaging instruction*. Hoboken, NJ: Pfeiffer/John Wiley & Sons
- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" *Management Education and Development* 14 3, 170-181.

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- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" *Management Education and Development* 14 3, 170-181.

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The slide features a dark blue header with the word "CONCLUSION" in bold yellow letters. Below the header is a white area containing a yellow text box with the following text: "This part of lecture session has given clear picture on the challenges to career which may enhance the level of thinking and perception of learners on all these aspects of career challenges." In the bottom right corner, there is a small video inset showing a man in a plaid shirt speaking. At the bottom left, there are logos for NPTEL and other institutions.

So, these are the references. In today's lecture we discussed about the concept of career, what is career development, what are the challenges these you know career challenges employees will face and this will create more awareness among the potential employees and manager to have an understanding about ok, what are the sources of the career challenges, how organization can address through their various practices either through their work life balances or through the other practices or pay practices or giving more career opportunities, career path, career recycling.

So, all this is an opportunity to understand and address this career development and career challenges and this can be imparted through a proper training for employees, because as we say organizations are having multigenerational employees or multigenerational workforces.

It is important that you know organization become aware and manage those workforces effectively so, that organizations can have a better productivity and efficiency. So, we are going to see how are we going to handle the older workforces in an organization in the upcoming lecture.

Thank you.