



### ORIGINAL ARTICLE

## Career Planning and Development: Individual and Institutional

**A. Durgaprasad and P. Ayodhya Reddy**

Govt. Degree & PG College, Siddipet, Medak (Dt.) Telangana

Email: [adperesource@gmail.com](mailto:adperesource@gmail.com)

### ABSTRACT

*This paper deals with career focus, especially career planning and development, objectives, need of individual and organizational. Career Planning aims at identifying personal skills, interest, knowledge and other features; and establishes specific plans to attain specific goals. Career management is the process through which employees/students: 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*

**Key words:** Career Planning, Career development, career Focus

*Received: 30<sup>th</sup> Nov. 2015, Revised: 27<sup>th</sup> Dec. 2015, Accepted: 29<sup>th</sup> Dec. 2015*

*©2016 Council of Research & Sustainable Development, India*

### How to cite this article:

Durgaprasad A. and Reddy P.A. (2016): Career Planning and Development: Individual and Institutional. AJMECS, Vol. 1[1]: January, 2016: 60-65.

### INTRODUCTION

A Career has been defined as the sequence of a person's experiences on different jobs over the period of time. It is viewed as fundamentally a relationship between one or more organizations and the individual. To some a career is a carefully worked out plan for self advancement to others it is a calling-life role to others it is a voyage to self discovery and to still others it is life itself. A career is a sequence of positions/jobs held by a person during the course of his working life.

According to Edwin B. Flippo, "A career is a sequence of separate but related work activities that provide continuity, order and meaning to a person's life". According to Garry Dessler, "The occupational positions a person has had over many years". Many of today's employees have high expectations about their jobs. There has been a general increase in the concern of the quality of life. Workers expect more from their jobs than just income. A further impetus to career planning is the need for organizations to make the best possible use of their most valuable resources the people in a time of rapid technological growth and change.

### CAREER PLANNING

Career Planning is a relatively new personnel function. Established programs on Career Planning are still rare except in larger or more progressive organizations. Career Planning aims at identifying personal skills, interest, knowledge and other features; and establishes specific plans to attain specific goals. Aims and Objectives of Career Planning: Career Planning aims at matching individual potential for promotion and individual aspirations with organizational needs and opportunities. Career Planning is making sure that the organization has the right people with the right skills at the right time. In particular it indicates what training and development would be necessary for advancing

in the career altering the career path or staying in the current position. Its focus is on future needs and opportunities and removal of stagnation, obsolescence, dissatisfaction of the employee.

### **CAREER DEVELOPMENT**

Career development, both as a concept and a concern is of recent origin. The reason for this lack of concern regarding career development for a long time has been the careless, unrealistic assumption about employees functioning smoothly along the right lines, and the belief that the employees guide themselves in their careers. Since the employees are educated, trained for the job, and appraised, it is felt that the development fund on is over. Modern personnel administration has to be futuristic, it has to look beyond the present tasks, since neither the requirements of the organization nor the attitudes and abilities of employees are constant. It is too costly to leave 'career' to the tyranny of time and casualty of circumstances, for it is something which requires to be handled carefully through systematization and professional promoting. Fortunately, there has lately been some appreciation of the value of career planning and acceptance of validity of career development as a major input in organisational development. Career development refers to set of programs designed to match an individual's needs, abilities, and career goals with current and future opportunities in the organization. Where career plan sets career path for an employee, career development ensures that the employee is well developed before he or she moves up the next higher ladder in the hierarchy.

### **OBJECTIVE OF CAREER PLANNING**

1. To attract and retain the right type of person in the organization.
2. To map out career of employees suitable to their ability and their willingness to be trained and developed for higher positions.
3. To have a more stable workforce by reducing labour turnover and absenteeism. It contributes to man power planning as well as organizational development and effective achievement of corporate goals.
4. To increasingly utilize the managerial talent available at all levels within the organization.
5. To improve employee morale and motivation by matching skills to job requirement and by providing opportunities for promotion. It helps employee in thinking of long term involvement with the organisation.
6. To provide guidance and encourage employees to fulfill their potentials.
7. To achieve higher productivity and organizational development.
8. To ensure better use of human resource through more satisfied and productive employees.
9. To meet the immediate and future human resource needs of the organisation on the timely basis.

### **NEED FOR CAREER PLANNING**

1. To desire to grow and scale new heights.
2. Realize and achieve the goals.
3. Performance measure.
4. High employee turnover
5. To educate the employees
6. It motivates employees to grow.
7. It motivates employees to avail training and development.
8. It increases employee loyalty as they feel organization care's about them.

**Table 1:** Three types of Career Path

Historical	Organizational	Behavioral
Past patterns of career progression; how the incumbents got where they are	Paths defined or dictated by management to meet operating needs; progression patterns that fit prevailing organizational needs	Paths that are logically possible based on analysis of what activities are actually performed on the job
Actual paths created by the past movement of employees among management jobs	Paths determined by prevailing needs for staffing the organization	Rational paths that could be followed willingly
Perpetuates the change: way careers have always been	Reflects prevailing management values and attitudes regarding careers	Calls for change; new career options Used as a basis for career planning
Used as basis for promotions and transfers	Usually consistent with job evaluation and pay practices	Used as a basis for career planning
Basis is informal, traditional	Basis is organizational need, management style, expediency	Basis is formal analysis and definition of options

**ADVANTAGES OF CAREER PLANNING & DEVELOPMENT (CP&D)**

In fact both individuals and the organization are going to benefit from career planning and development. So the advantages are described below:

**For Individuals:**

1. The process of career planning helps the individual to have the knowledge of various career opportunities, his priorities etc.
2. This knowledge helps him select the career that is suitable to his life styles, preferences, family environment, scope for self-development etc.
3. It helps the organization identify internal employees who can be promoted.
4. Internal promotions, up gradation and transfers motivate the employees, boost up their morale and also result in increased job satisfaction.
5. Increased job satisfaction enhances employee commitment and creates a sense of belongingness and loyalty to the organization.
6. Employee will await his turn of promotion rather than changing to another organization. This will lower employee turnover.
7. It improves employee’s performance on the job by tapping their potential abilities and further employee turnover.
8. It satisfies employee esteem needs.

**For Organizations:**

A long-term focus of career planning and development will increase the effectiveness of human resource management. More specifically, the advantages of career planning and development for an organization include:

1. Efficient career planning and development ensures the availability of human resources with required skill, knowledge and talent.
2. The efficient policies and practices improve the organization’s ability to attract and retain highly skilled and talent employees.

3. The proper career planning ensures that the women and people belong to backward communities get opportunities for growth and development.
4. The career plan continuously tries to satisfy the employee expectations and as such minimizes employee frustration.
5. By attracting and retaining the people from different cultures, enhances cultural diversity.
6. Protecting employees' interest results in promoting organizational goodwill

**CAREER PLANNING AND DEVELOPMENT PROCESS**



**Fig. 1:** Career Planning and Development Process

1. **Identifying individual needs and aspirations:** It's necessary to identify and communicate the career goals, aspiration and career anchors of every employee because most individuals may not have a clear idea about these. For this purpose, a human resource inventory of the organization and employee potential areas concerned.
2. **Analyzing career opportunities:** The organizational set up, future plans and career system of the employees are analyzed to identify the career opportunities available within it. Career paths can be determined for each position. It can also necessary to analyze career demands in terms of knowledge, skill, experience, aptitude etc.
3. **Identifying match and mismatch:** A mechanism to identifying congruence between individual current aspirations and organizational career system is developed to identify and compare specific areas of match and mismatch for different categories of employees.
4. **Formulating and implementing strategies:** Alternative action plans and strategies for dealing with the match and mismatch are formulated and implemented.
5. **Reviewing career plans:** A periodic review of the career plan is necessary to know whether the plan is contributing to effective utilization of human resources by matching employee objectives to job needs. Review will also indicate to employees in which direction the organization is moving, what changes are likely to take place and what skills are needed to adapt to the changing needs of the organization

### **CAREER PLANNING & DEVELOPMENT STAGES**

- 1. Exploration:** Almost all candidates who start working after college education start around mid-twenties. Many a time they are not sure about future prospects but take up a job in anticipation of rising higher up in the career graph later. From the point of view of organization, this stage is of no relevance because it happens prior to the employment. Some candidates who come from better economic background can wait and select a career of their choice under expert.
- 2. Guidance from parents and well-wishers:** Establishment this career stage begins with the candidate getting the first job getting hold of the right job is not an easy task. Candidates are likely to commit mistakes and learn from their mistakes. Slowly and gradually they become responsible towards the job. Ambitious candidates will keep looking for more lucrative and challenging jobs elsewhere. This may either result in migration to another job or he will remain with the same job because of lack of opportunity.
- 3. Mid-Career stage:** This career stage represents fastest and gainful leap for competent employees who are commonly called "climbers". There is continuous improvement in performance. On the other hand, employees who are unhappy and frustrated with the job, there is marked deterioration in their performance. In order to show their utility to the organization, employees must remain productive at this stage. "climbers" must go on improving their own performance. Authority, responsibility, rewards and incentives are highest at this stage. Employees tend to settle down in their jobs and "job hopping" is not common.
- 4. Late-Career stage:** This career stage is pleasant for the senior employees who like to survive on the past glory. There is no desire to improve performance and improve past records. Such employees enjoy playing the role of elder statesperson. They are expected to train younger employees and earn respect from them.
- 5. Decline stage:** This career stage represents the completion of one's career usually culminating in to retirement. After decades of hard work, such employees have to retire. Employees who were climbers and achievers will find it hard to compromise with the reality. Others may think of "life after retirement"

### **LIMITATIONS OF CAREER PLANNING & DEVELOPMENT**

Despite planning the career, employees face certain career problems. They are:

- 1. Dual Career Families:** With the increase in career orientation among women, number of female employees is on increase. With this, the dual career families have also been on increase. Consequently, one of those family members might face the problem of transfer. This has become a complicated problem to organizations.
- 2. Low ceiling careers:** Some careers do not have scope for much advancement. Employees cannot get promotions despite their career plans and development in such jobs.
- 3. Declining Career Opportunities:** Career opportunities for certain categories reach the declining stage due to the influence of the technological or economic factors. Solution for such problem is career shift.
- 4. Downsizing and careers:** Business process reengineering, technological changes and business environmental factors force the business firms to restructure the organizations by and downsizing. Downsizing activities result in fixing some employees, and degrading some other employees. Career planning can become a reality when opportunities for vertical mobility are available. Therefore, it is not suitable for a very small organization.
- 5. Others:** Several other problems hamper career planning. These include lack of an integrated human resources policy, lack of a rational wage structure, absence of adequate opposition of trade unions, lack of a good performance reporting system, ineffective attitudinal surveys, etc.

**CONCLUSION**

In this globalization, everyone should have Competitive, leading skills, softskills, time management, computer and information literacy along with up to date the information. career management is major aspect in the present era. Especially our country is having lot of human resources but many of the compotators are not having required skills. Once all the competitors can have such skills success is in your hands. Your life-vision-education-planning-success

**REFERENCES**

1. Career age magazine 2015
2. Competition affairs magazine 2011, 2012, 2014
3. [www.wikipedia.com](http://www.wikipedia.com)