

Principles of Management
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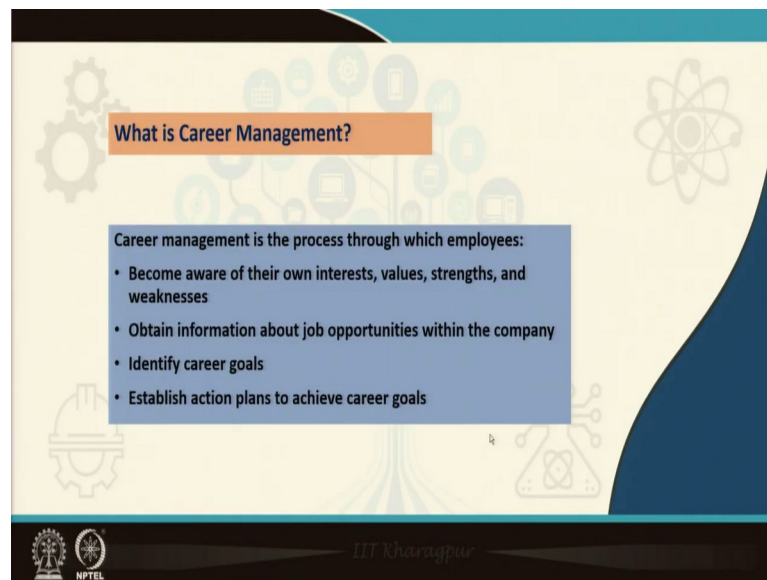
Module - 08

Lecture – 38

Concept, Types, Importance, Techniques of Career Strategy (Continued)

Welcome back to the discussion on Career Management and Career Strategy. In the last session we last two sessions we have understood about the concepts of career, we have understood how the career development takes place and here in this session we are going to learn about the career management and the different career strategies. So, let us discuss what is career management.

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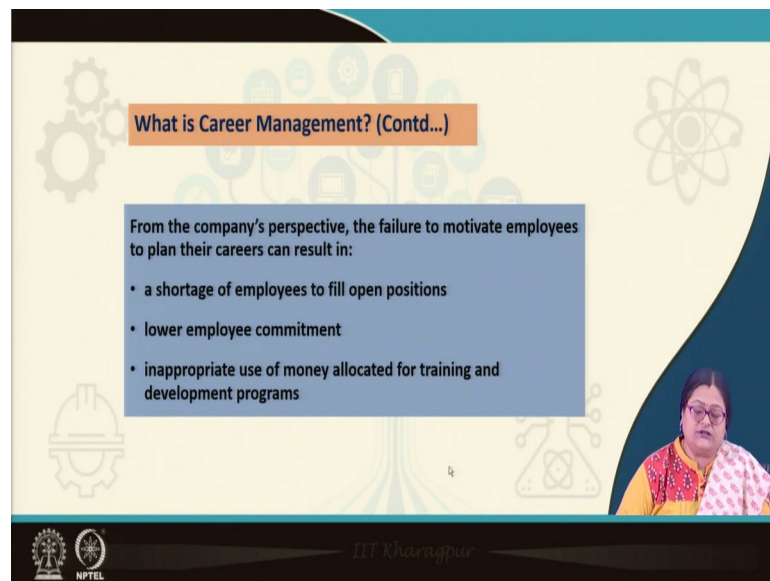
Career management is the process through which employees become aware of their own interests, values, strengths and weaknesses. Obtain information about job descriptions and opportunities within the organization. They identify their career goals and establish action plans to achieve career goals.

However, all these activities should start like much earlier to the person like when he joins the organization like how to establish action plan to achieve career goals. For this the person needs to know the career anchors which motivates himself or herself, identify the careers, goal first and then when the person has to seek for job opportunities within

the company, they need to understand whether they want to pursue a single career, multiple careers or a portfolio of career.

So, all these ideas should be known to them they should be understanding what is that they want from the job, only if they have done that background search properly then only, they can proceed with a proper career management.

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The slide features a light yellow background with faint icons of gears, a hard hat, and a network diagram. A dark blue curved shape is on the right side. A woman in a red and white patterned sari is visible in the bottom right corner. The slide content is as follows:

What is Career Management? (Contd...)

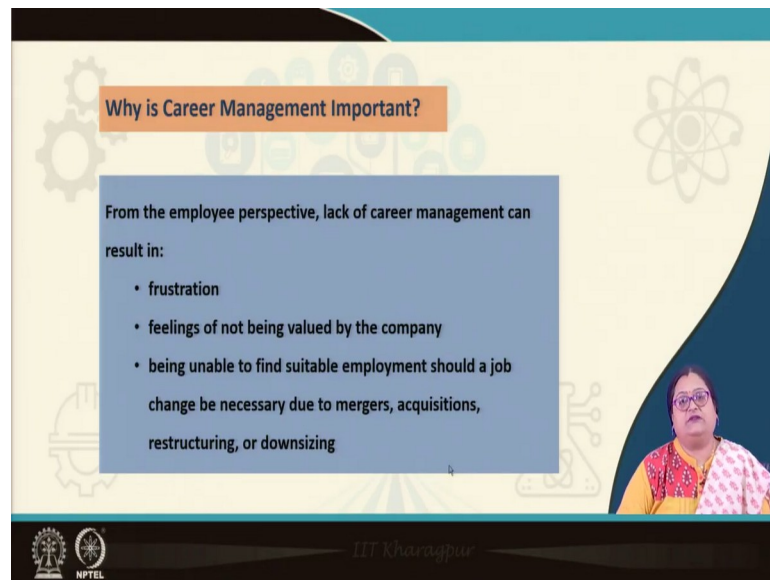
From the company's perspective, the failure to motivate employees to plan their careers can result in:

- a shortage of employees to fill open positions
- lower employee commitment
- inappropriate use of money allocated for training and development programs

At the bottom left, there are logos for IIT Kharagpur and NPTEL. The text 'IIT Kharagpur' is centered at the bottom.

From the company's perspective the failure to motivate employees to plan their careers may result in a shortage of employees to fill open positions, lower employee commitment, inappropriate use of money allocated for training and development programs. So, career management is very important for the organization and also for us, the employees.

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Why is Career Management Important?

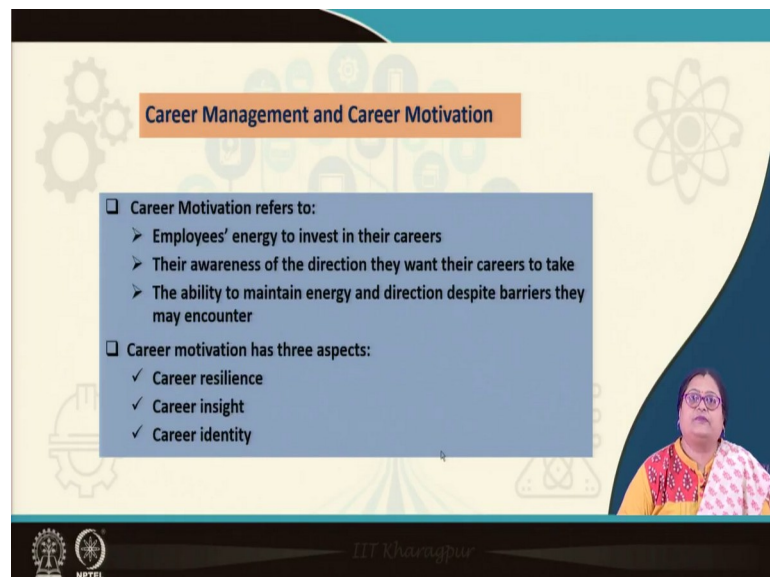
From the employee perspective, lack of career management can result in:

- frustration
- feelings of not being valued by the company
- being unable to find suitable employment should a job change be necessary due to mergers, acquisitions, restructuring, or downsizing

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From the employee perspective, lack of career management can result in frustration; feeling of not being valued by the company; being unable to find suitable employment about a job, where should a job change be necessary due to mergers, acquisitions, restructuring or downsizing.

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Career Management and Career Motivation

Career Motivation refers to:

- Employees' energy to invest in their careers
- Their awareness of the direction they want their careers to take
- The ability to maintain energy and direction despite barriers they may encounter

Career motivation has three aspects:

- ✓ Career resilience
- ✓ Career insight
- ✓ Career identity

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Career management is very well linked it is interlinked with career motivation. Career motivation refers when employee's energy to invest in their career; their awareness of the direction they want their careers to take; their ability to maintain the energy and

direction despite the barriers they may encounter always career as we have defined career is the path that one tracks.

So, it is not always that it will be a smooth journey, but whether do you have that resilience to stay ahead, whether do you have the perseverance to continue it really matters when we are talking of career motivation. That is why career motivation has three aspects – career resilience, career insight and career identity. Let us see what are these three.

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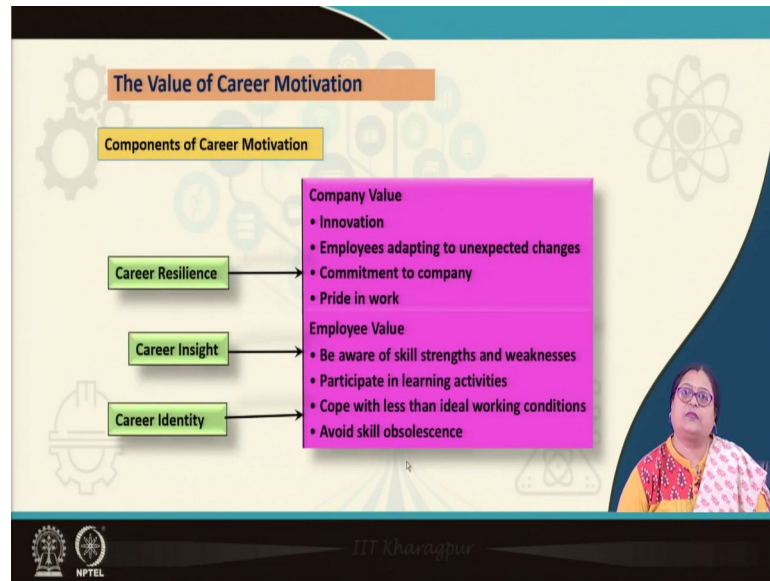
The slide is titled "Career Management and Career Motivation (Continued)". It features a list of three items, each preceded by a square checkbox icon. The first item is "Career resilience – the extent to which employees are capable to cope with problems that affect their work". The second item is "Career insight involves:", followed by two bullet points marked with diamond symbols: "how much employees know about their interests, skill strengths, and weaknesses" and "the awareness of how these perceptions relate to their career goals". The third item is "Career identity – the degree to which employees define their personal values according to their work". The slide background is light yellow with faint icons of gears, a hard hat, and a molecular structure. A small video inset in the bottom right corner shows a woman with glasses and a patterned shawl. The NPTEL logo and "IIT Kharagpur" are visible at the bottom.

- Career resilience – the extent to which employees are capable to cope with problems that affect their work
- Career insight involves:
 - ❖ how much employees know about their interests, skill strengths, and weaknesses
 - ❖ the awareness of how these perceptions relate to their career goals
- Career identity – the degree to which employees define their personal values according to their work

Career resilience is the extent to which employees are capable to cope with the problems that affect their work. Career insight involves how much employees know about their interests, their skills strengths and weaknesses.

The awareness of how these perceptions relate to their career goals. Career identities, the degree to which employees define their personal values according to their work, like whether they identify define their self with respect to the work that they are doing.

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The components of career motivation are you see like company value, innovation, employees adapting to unexpected changes, commitment to company, pride in work and then employee value where these are the company value. And, in employee value are be aware of skills strengths and weaknesses; participate in learning activities; cope with less-than-ideal working conditions; avoid skill obsolescence.

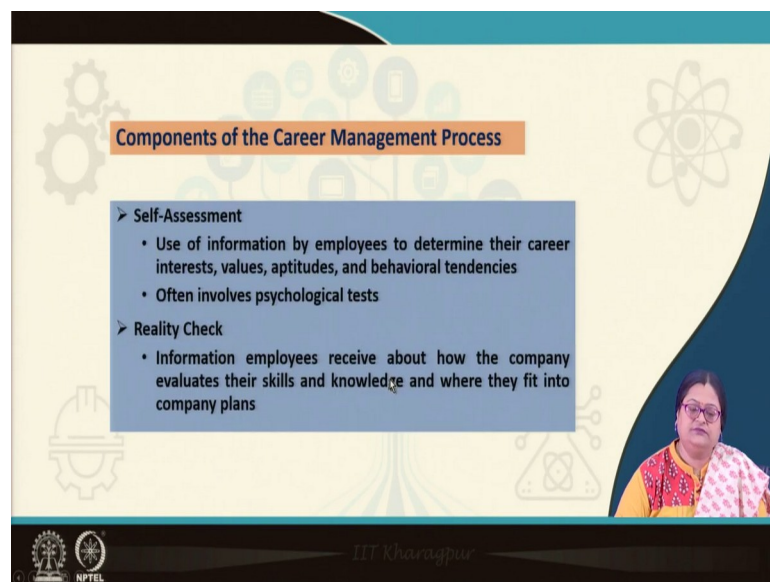
So, these are the values of career motivation a set of values from the company side and set of values from the employee side and all these are related to the career resilience, career insight and career identity.

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So, if we tell in a diagram the career management process, we find there is a self assessment, then reality check, then goal setting and action planning. These are the four steps of career management process.

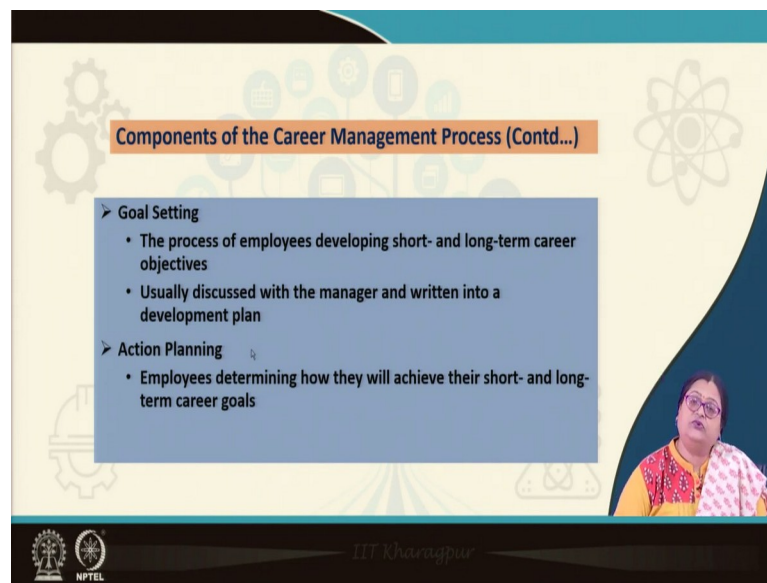
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In self assessment it is the use of information by employees to determine their career interests, values, aptitudes and behavioral tendencies. It often involves psychological tests.

In reality check the information employees receive about how the company evaluates their skills and knowledge and whether they fit into the company plans and where they fit into it is very important. So, manager or leader, a mentor has a major role to play in helping the employees or the would-be employees to get this reality check.

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The slide is titled "Components of the Career Management Process (Contd...)" and is presented in a blue-bordered box. It lists two main components: "Goal Setting" and "Action Planning". Under "Goal Setting", it states that it is the process of employees developing short- and long-term career objectives, which is usually discussed with the manager and written into a development plan. Under "Action Planning", it states that employees determine how they will achieve their short- and long-term career goals. The slide is part of a video lecture, as indicated by the presence of a small inset video of a woman in the bottom right corner. The slide also features logos for IIT Kharagpur and NPTEL at the bottom.

- **Goal Setting**
 - The process of employees developing short- and long-term career objectives
 - Usually discussed with the manager and written into a development plan
- **Action Planning**
 - Employees determining how they will achieve their short- and long-term career goals

Goal setting: the process of employees developing short and long-term career objectives. Usually discussed with the manager and written into a development plan. Action planning: employees determining how they will achieve their short term and long-term career goals.

If you remember in the performance management section we discussed about management by objectives. So, this is how the goal setting and action planning is also done in management by objectives where the manager and the employees jointly discuss all the actions to be done, things to be achieved and how it is going to and help to the development of the employee and also to the development of the organization both ways development.

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Concept of Career Strategy

A career strategy is a structured approach to developing an organisation's culture, capabilities and resources, enabling people to successfully navigate their career journey, and the organisation to build capability and ability to change. An organisation's approach to career is critical to its success.

A career strategy represents a conscious choice by an individual as to the type of investment he or she is willing to make in attempting to reach career objectives.

Ideally, people pursue a particular career strategy based on the expectation that it will result in the greatest chances of achieving personal and professional success.

The slide features a light blue background with faint icons of gears, a lightbulb, and a molecular structure. A video feed of a woman in a red and white patterned top is visible in the bottom right corner. The NPTEL logo and 'IIT Kharagpur' are at the bottom.

So, based on this career important part of career management is also career strategy. Just like career motivation is very important for career management career strategy is also a very integral part of career management.

A career strategy is a structured approach to develop to developing an organization's culture, capabilities and resources, enabling people to successfully navigate their career journey, and the organization to build capability and ability to change. So, an organization approach to career is very critical to its success.

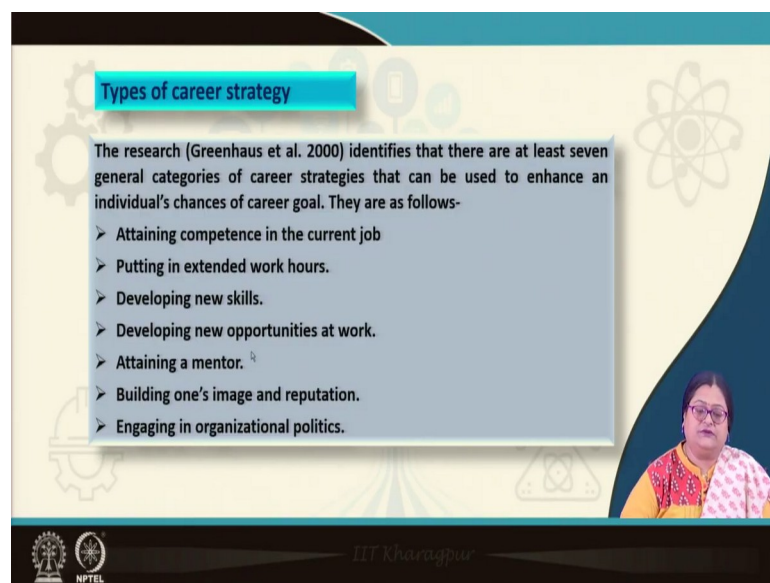
So, how do I plan about what to do with the employees that I take in? How I want them to progress within the organization? How do I connect their contribution with the performance of the organization? How do I recognize these employees? So, these are very important decisions that the organization needs to take in about them like competent people that they are about because we have to understand like the people are the source of competitive advantage for the organization.

So, if they are not thinking about the career progression of the employees, the development of the employees within the organization, and to connect the development with also the growth of the organizations and its goal and effectiveness, then it will not a synergy is not going to develop. So, organization has really had to put in a thought process into what I want to do with my employees, how I want them to develop and contribute within the organization also.

Similarly, it is a conscious decision a career strategy is a conscious decision and choice of the individual as to the type of investment he is willing he or she is willing to make in attempting to reach a career objective. So, ideally people pursue a particular career strategy based on the expectations that it will result in greatest chance of achieving personal and professional success.

So, in order to get your reach to your career goal what is the strategy that the individual takes are also very important like how quickly the goal can be achieved or in what way.

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The slide is titled "Types of career strategy" in a blue box. Below the title, it states: "The research (Greenhaus et al. 2000) identifies that there are at least seven general categories of career strategies that can be used to enhance an individual's chances of career goal. They are as follows-". A list of seven items follows, each preceded by a right-pointing arrowhead (➤):

- Attaining competence in the current job
- Putting in extended work hours.
- Developing new skills.
- Developing new opportunities at work.
- Attaining a mentor.
- Building one's image and reputation.
- Engaging in organizational politics.

The slide also features a small inset video of a woman in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

The different types of career strategy there are seven general categories of career strategy that can be used to enhance an individual's chances of career goal. They are as follows like attaining competency in the current job, putting in extended working hours, developing new skills, developing new opportunities at work, attaining a mentor, building one's image and reputation engaging in organizational politics.

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The slide is titled "Types of career strategy" and is labeled "Continued...". It lists four career strategies:

- Attaining competence in the current job: it is a basic career strategy, given that organizations make promotion decisions, at least in part, on an employee's present performance.
- Putting in extended hours: It may be either at the work site or at home but it is a popular career strategy, especially in the early career, when an employee is proving himself or herself to the company.
- Developing new skills: It is a career strategy that involves the acquisition or enhancement of work abilities that either improve performance in the present job or will be required in a subsequent position.
- Developing new opportunities at work: This includes a number of more specific strategies that are designed to increase one's career options.

The slide also features a video inset of a woman in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

We will discuss each of these career strategies in details now. Attaining competence in the current job it is a very basic career strategy so that you get to stay in the job that you are there especially when you are in the; when you are in the probation stage so that if you attain that competence either you get confirmed or the organization when it is going to make promotion decisions. So, to some extent it is like dependent on the employees' present performance.

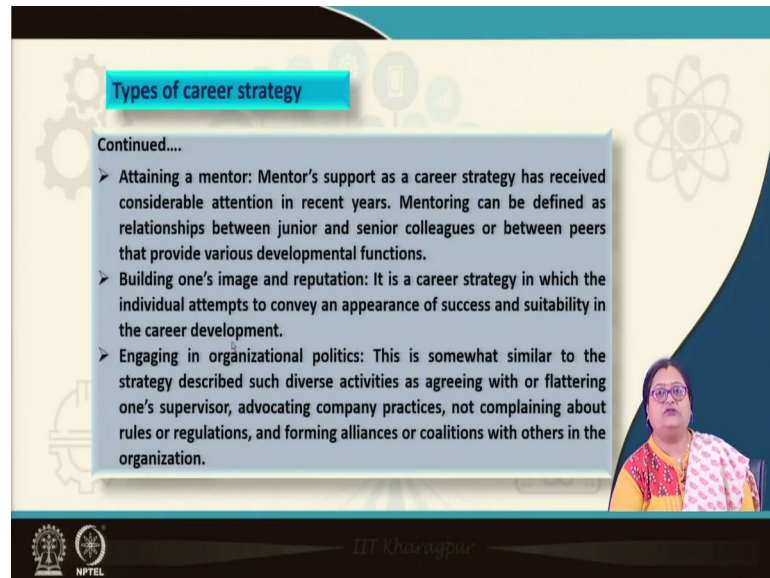
Putting in extended working hours – so, it may be either at the work site or at home, but it is a popular career strategy especially in the early career when an employee is trying to prove himself or herself to the company.

So, putting in extended working hours shows like the degree of engagement maybe that you are trying to show towards the job and to the organization and which may develop a positive image of yourself in the mind of your like supervisor or leader and they may get a positive they may develop a positive idea about you, about your commitment to your job and to the organization.

Developing new skills. It is a career strategy that involves the acquisition or enhancement of work abilities that either improve performance in the present job or will be required in the subsequent job position. So, these are also very important like where you are talking of like either you get you will be able to do your present job in a much better way or you are prepare preparing yourself for the next higher job positions.

Developing new opportunities at work: so, these include like increasing your networking and getting more friends so that it opens up your career options of like maybe if you want to make a shift you can get other options to shift also.

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The slide is titled "Types of career strategy" and is part of a presentation. It features a light blue background with a dark blue header and footer. The main content is a white box with a blue border containing a list of three strategies. A small inset video of a woman is visible in the bottom right corner of the slide area. The footer includes the IIT Kharagpur logo and the NPTEL logo.

Types of career strategy

Continued....

- **Attaining a mentor:** Mentor's support as a career strategy has received considerable attention in recent years. Mentoring can be defined as relationships between junior and senior colleagues or between peers that provide various developmental functions.
- **Building one's image and reputation:** It is a career strategy in which the individual attempts to convey an appearance of success and suitability in the career development.
- **Engaging in organizational politics:** This is somewhat similar to the strategy described such diverse activities as agreeing with or flattering one's supervisor, advocating company practices, not complaining about rules or regulations, and forming alliances or coalitions with others in the organization.

Attaining a mentor is a very important part of career strategy whereas, mentor support is essential in understanding the ropes of the careers, the like the nuances of the career and how to like solve particular problems in the organizations. And it is its mentorship is defined as a relationship between juniors and senior colleagues or between peers that provide various developmental functions.

So, actually it helps you to understand how to prepare like prepare yourself for answering a particular problem, how like what are the approaches to a particular problem, how to move about it and you get lot of career guidance also.

Building one's image and reputation: it is a career strategy in which the individual attempts to convey an appearance of success and suitability in the career development so that you like you try to portray a positive image of yourself and reputation build up on your reputation in the organization.

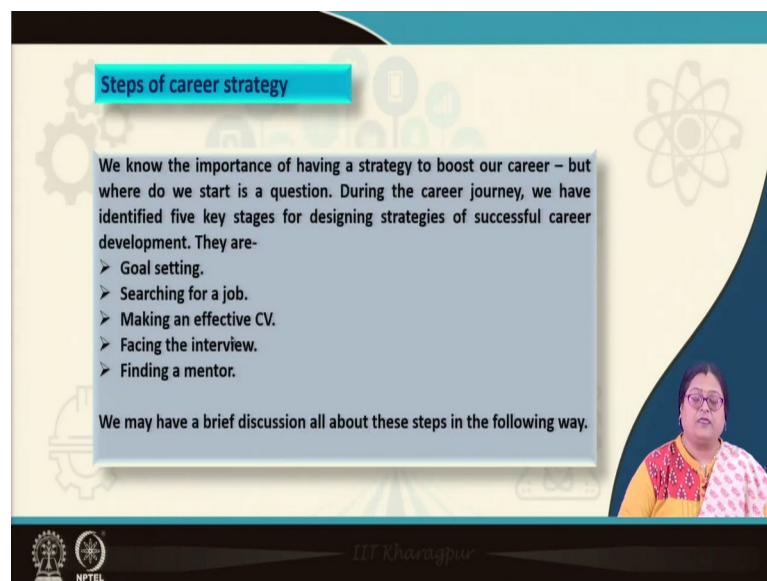
So, when there are opportunities for career development because of your maybe track record of being committed to the organization being engaged to your job and being a

good performer there are chances that you get referred to for career development programs.

Engaging in organizational politics. So, this is somewhat a political type of nature that you take up where this is similar to a strategy where you go on agreeing with or whatever your boss says or flattering one's supervisor, advocating company practices, and complaining about the rules or regulations, and then you go on forming coalitions with others in the organizations.

These are some political techniques taken so that you get to get noticed within the organization and that is how you like make your career within the organization strong. So, these are in some cases not very desirable steps that you take, but yes people take also these ways to move on further in the organizational hierarchy and to like make one's power and position strong within the organizational setup.

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Steps of career strategy

We know the importance of having a strategy to boost our career – but where do we start is a question. During the career journey, we have identified five key stages for designing strategies of successful career development. They are-

- Goal setting.
- Searching for a job.
- Making an effective CV.
- Facing the interview.
- Finding a mentor.

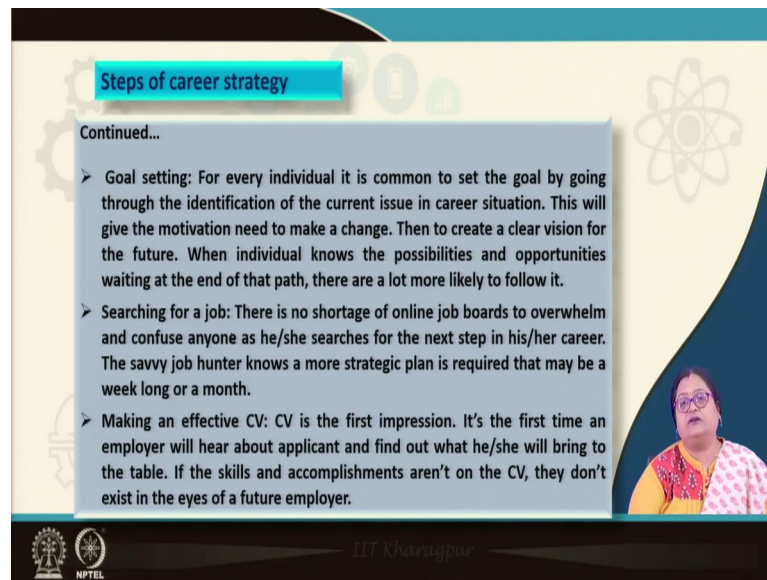
We may have a brief discussion all about these steps in the following way.

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The steps of career strategy are of course, like we have like identified five stages for developing strategies of successful career like first of course, is goal setting, then searching for a particular job, making an effective CV is very important and facing the interview and finding a mentor. These are the five steps of a career strategy.

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The slide is titled "Steps of career strategy" and is labeled "Continued...". It contains three bullet points:

- Goal setting: For every individual it is common to set the goal by going through the identification of the current issue in career situation. This will give the motivation need to make a change. Then to create a clear vision for the future. When individual knows the possibilities and opportunities waiting at the end of that path, there are a lot more likely to follow it.
- Searching for a job: There is no shortage of online job boards to overwhelm and confuse anyone as he/she searches for the next step in his/her career. The savvy job hunter knows a more strategic plan is required that may be a week long or a month.
- Making an effective CV: CV is the first impression. It's the first time an employer will hear about applicant and find out what he/she will bring to the table. If the skills and accomplishments aren't on the CV, they don't exist in the eyes of a future employer.

A video inset in the bottom right corner shows a woman with glasses and a patterned top. The slide also features the NPTEL logo and the text "IIT Kharagpur" at the bottom.

Now, goal setting. For every individual it is common to set the goal by going through the identification of the current issues in career situation. This will give them a motivation of the need to make a change then to create a clear vision for the future. When individual knows the possibilities and opportunities waiting at the end of that part there are lot more likely to follow it.

For this reason, making an informed choice is very important, being aware of the environmental situations, changing nature of the job, changing nature of economy. These are very important knowing the uncertainties around in the macro environment is very important and that is why maybe people have started looking at a career in a different way from a single career to a double career maybe concurrent one like what we call concurrent multiple careers or even a portfolio of careers.

So, that even if you do not have a permanent job for you in a particular work organization does not mean you are a job less; maybe you are doing multiple n number of jobs together at your own pace, at your own control and then you are enjoying it also and you are getting a good earning also out of it. So, how you how flexible you are to adapting new ways of doing things looking at a career from a different perspective and redefining your career is very important whenever we are talking of goal setting.

Searching for a job there is no shortage of online job boards to overwhelm and confuse everyone. So, when they are going for the job search in the next step of the career so, but people have to be careful about understanding which is the job that they should go for.

Making an effective CV is very important because, CV is the first impression. So, it is the first time that the employer is going to hear about the applicant and find out what he she will bring to the table. So, if their skills, and accomplishments, and your competencies are not there on the CV, they do not exist in the eyes of the future employer.

So, how to write a particular resume, an effective CV, what should be your statements of purposes all these things should be very clearly written according mapping your goals with the organizational goals so that it becomes attractive to your few and also meaningful to your future employee.

Because through your CV the employee is employer is trying to seek a person whose personal goal is going to match with the organizational goals, who has the potential and competency to contribute to the necessity like necessary job demands of the organization and take up possible roles within the organizational setup to achieve the organizational goal, as well as have a personal growth and development in the organization.

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The slide is titled "Steps of career strategy" in a blue box. Below the title, it says "Continued...". There are two bullet points:

- Facing the interview: The combination of psychological state of mind, nerves and open-ended questions might leave anybody tongue-tied, but he/she can hack the interview process by learning about the questions that interviewers use, and how they rely on the answers to learn more about applicant.
- Finding a mentor: Mentors are there to help candidate to maximise leadership skills, by imparting the advice and wisdom they've gained throughout their own career journey. In organisation management, ex-employees or the experienced employees may be the mentors.

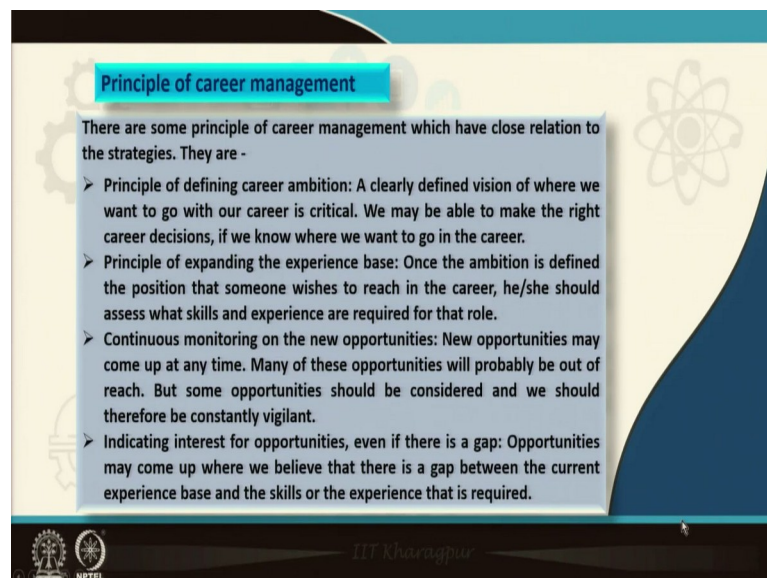
Below the list, it says "These are the ways through which career strategy can be set forth." In the bottom right corner, there is a small video inset of a woman with glasses speaking. The slide also features logos for IIT Kharagpur and NPTEL at the bottom.

Facing the interview is also important. It is the combination of psychological state of mind nerves and open-ended questions. So, may leave somebody tongue-tied, but you can get to learn practice more about interview situations by what understanding generally what type of questions the interviewers use and then how like they question you to learn more about the interviewees and the applicants.

So, and like how you know about the current situations, job situations, how your concepts are clear about certain things, how honest you are in your reply, what are your attitudes towards your work, what is the philosophy of your life, these are how good you will be as a team member maybe these are the qualities that whether you are an open to learning whether you are a fast learner or not. These are important qualities that are looked for in an interview situation.

Finding a mentor, it is very important to help to find out a mentor who is going to help the candidate to maximize the leadership skills imparting the advice and wisdom they have gained throughout their own career journey. In organization management and then ex employees are the experienced employees may be the mentors. These are the ways through which career strategies can be set forth.

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Principle of career management

There are some principle of career management which have close relation to the strategies. They are -

- Principle of defining career ambition: A clearly defined vision of where we want to go with our career is critical. We may be able to make the right career decisions, if we know where we want to go in the career.
- Principle of expanding the experience base: Once the ambition is defined the position that someone wishes to reach in the career, he/she should assess what skills and experience are required for that role.
- Continuous monitoring on the new opportunities: New opportunities may come up at any time. Many of these opportunities will probably be out of reach. But some opportunities should be considered and we should therefore be constantly vigilant.
- Indicating interest for opportunities, even if there is a gap: Opportunities may come up where we believe that there is a gap between the current experience base and the skills or the experience that is required.

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The principles of career management which have close relation to these strategies are principle of defining the career ambition. A clearly defined vision of where we want to

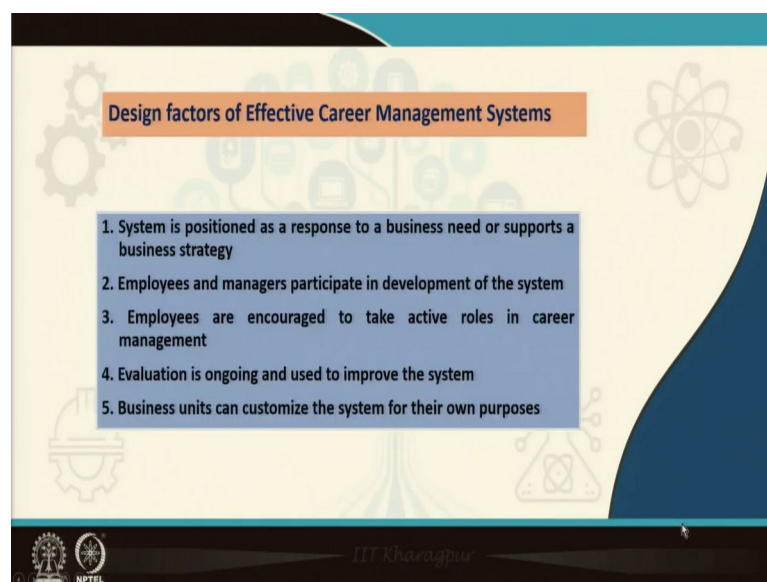
go with our career is very critical. We may be able to make the right career decisions if you know where we want to go in the career.

The principle of expanding the career base, sorry. Now, the principle of expanding the experience base: once the ambition is defined the position that someone wishes to reach in the career, he should assess what skills and experiences are required for that role and expand one's experience in that way. So, get to inculcate more skills into it so that his reporter of experience base becomes more.

Continuous monitoring of the new opportunities: new opportunities may go on coming in at any point of time. Many of these opportunities will probably be out of reach, but some opportunities should be considered and we should therefore, be constantly vigilant of the opportunities that is why when we are discussing of career planning, we were talking keeping your ears to the ground, so that maybe you can hear when the opportunities are working near you.

Indicate the interest for opportunities even if there is a gap. Opportunities may come up where we believe that there is a gap between the current experience base and the skills and the experience that is required.

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Design factors of Effective Career Management Systems

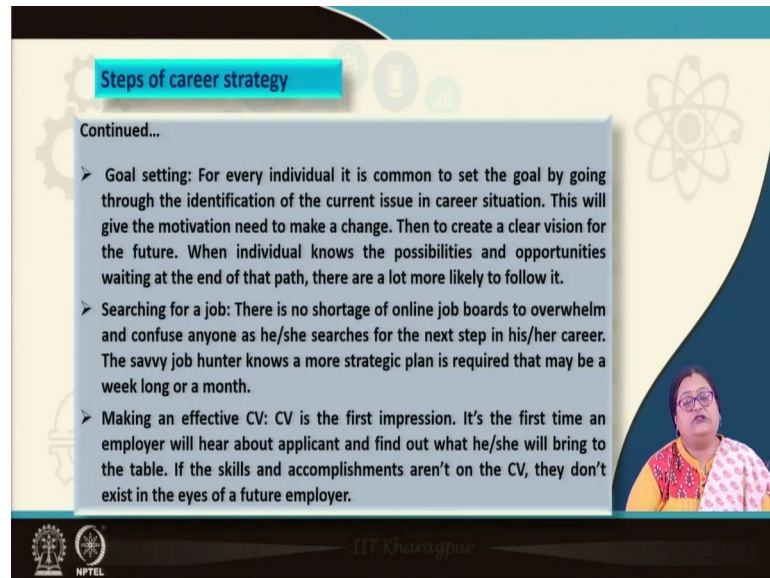
1. System is positioned as a response to a business need or supports a business strategy
2. Employees and managers participate in development of the system
3. Employees are encouraged to take active roles in career management
4. Evaluation is ongoing and used to improve the system
5. Business units can customize the system for their own purposes

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Now, what are the design factors of effective career management systems? System is positioned as a response to a business need or supports a business strategy. Employees

and managers participate in development of the system. Employees are encouraged to take active roles in career management. Evaluation is ongoing and used to improve the system. Business units can customize the system for their own purposes.

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Steps of career strategy

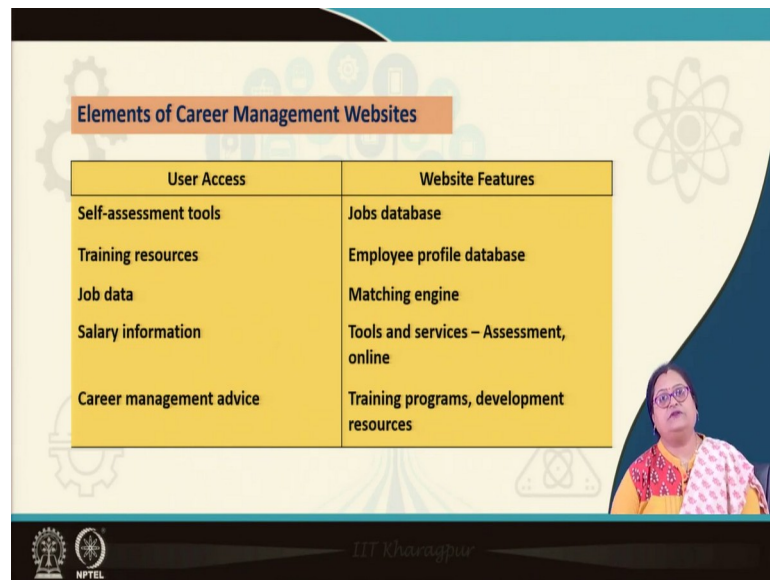
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- **Goal setting:** For every individual it is common to set the goal by going through the identification of the current issue in career situation. This will give the motivation need to make a change. Then to create a clear vision for the future. When individual knows the possibilities and opportunities waiting at the end of that path, there are a lot more likely to follow it.
- **Searching for a job:** There is no shortage of online job boards to overwhelm and confuse anyone as he/she searches for the next step in his/her career. The savvy job hunter knows a more strategic plan is required that may be a week long or a month.
- **Making an effective CV:** CV is the first impression. It's the first time an employer will hear about applicant and find out what he/she will bring to the table. If the skills and accomplishments aren't on the CV, they don't exist in the eyes of a future employer.

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Employees need access to career information resources. Senior management should support the career system. Career management is linked to other human resource practices such as training, recruiting systems and performance management. System creates a large diverse talent pool. Information about career plans and talent is accessible to all managers.

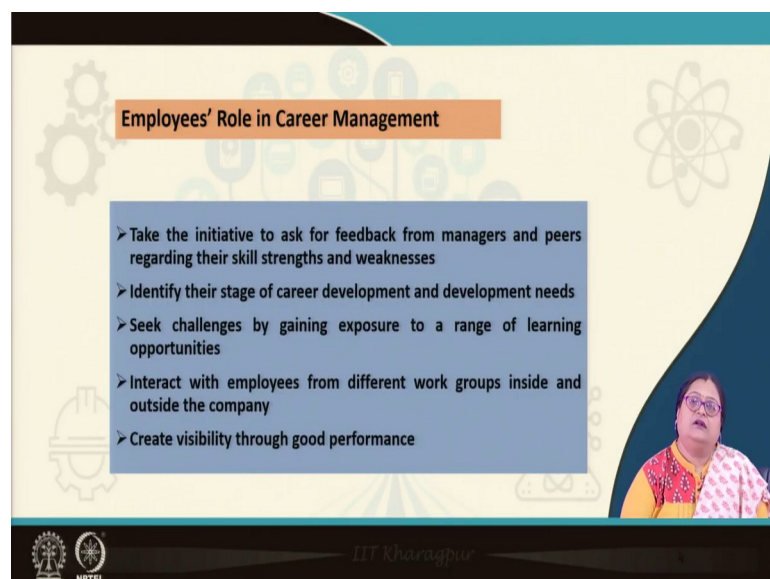
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User Access	Website Features
Self-assessment tools	Jobs database
Training resources	Employee profile database
Job data	Matching engine
Salary information	Tools and services – Assessment, online
Career management advice	Training programs, development resources

What are the different elements of career management websites like user access and like self assessment tools, training resources, job data, salary information and career management advice? What are the website features like the, it should have jobs database, employee profile database, matching engine, tools and services for assessment online, training programs and development resources. So, these are the like different elements of the career management websites.

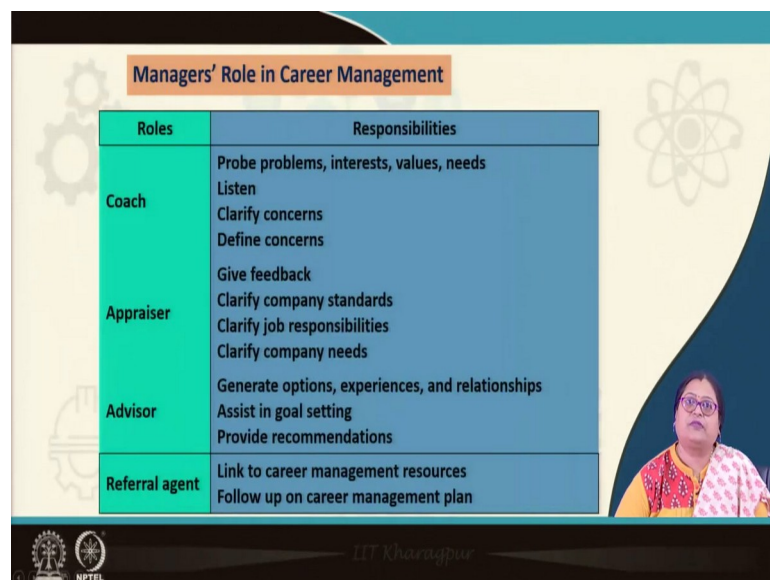
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- 
- Take the initiative to ask for feedback from managers and peers regarding their skill strengths and weaknesses
 - Identify their stage of career development and development needs
 - Seek challenges by gaining exposure to a range of learning opportunities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

Career management is a shared responsibility of HR manager, manager, employees at the organization as such. Let us see each of these roles each of their roles in the career management we begin with the employee's role in career management.

Employee's role is to take the initiative to ask for feedback from managers and peers regarding their skills strengths and weaknesses. Identify their stage of career development and development needs. Seek challenges by gaining exposure to a range of learning opportunities. Interact with employees from different work groups inside and outside the company. Create visibility through good performance.

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Roles	Responsibilities
Coach	Probe problems, interests, values, needs Listen Clarify concerns Define concerns Give feedback
Appraiser	Clarify company standards Clarify job responsibilities Clarify company needs
Advisor	Generate options, experiences, and relationships Assist in goal setting Provide recommendations
Referral agent	Link to career management resources Follow up on career management plan

The managers role in career management are to like that of a coach the responsibilities are to probe problems, interests, values and needs; listen; clarify concerns; define concerns.

As an appraiser the responsibilities are to give feedback, clarify company standards, clarify job responsibilities, clarify company needs. As an advisor it is to generate options experiences and relationships, assist in goal setting, provide recommendations. As a referral agent link to career management resources, follow up on career management plan.

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HR Manager's Role in Career Management

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

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HR manager's role in career management is to provide information or advice about training and development opportunities; provide specialized services such as testing to determine employees' values, interests and skills; help prepare employees for job searches; offer counseling on career related problems.

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Company's Role in Career Management

Companies are responsible for providing employees with the resources needed to be successful in career planning:

- Career workshops
- Information on career and job opportunities
- Career planning workbooks
- Career counseling
- Career paths

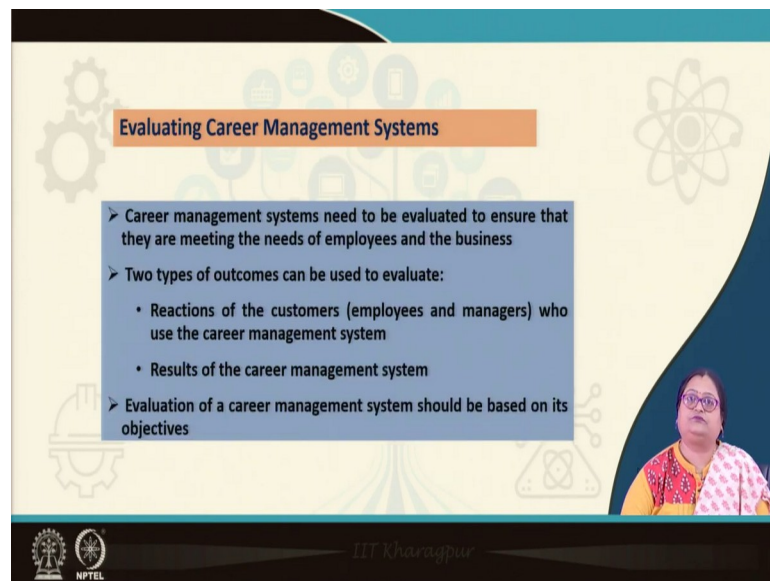
The slide features a light yellow background with faint icons of gears, a hard hat, and a molecular structure. A video inset in the bottom right corner shows a woman with glasses and a colorful patterned top. The footer includes the IIT Kharagpur and NPTEL logos.

What is the role of the company in career management is that companies are responsible for providing employees with the resources needed to be successful in career planning,

like career workshops, information and career and job opportunities, career planning workbooks, career counseling and giving a proper career path.

So, the company has very important role in order to initiate the different career related workshops and definitely for career counseling and providing a career path to the organization in the organization for the employees to move ahead and flourish.

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Evaluating Career Management Systems

- Career management systems need to be evaluated to ensure that they are meeting the needs of employees and the business
- Two types of outcomes can be used to evaluate:
 - Reactions of the customers (employees and managers) who use the career management system
 - Results of the career management system
- Evaluation of a career management system should be based on its objectives

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While evaluating the career management systems it is to be ensured that they are meeting the needs of the employees and the business both. Two types of outcomes can be used to evaluate – the reactions of the customers, employees and managers, who use the career management system; results of the career management system. And, evaluation of a career management system should be based on its objectives.

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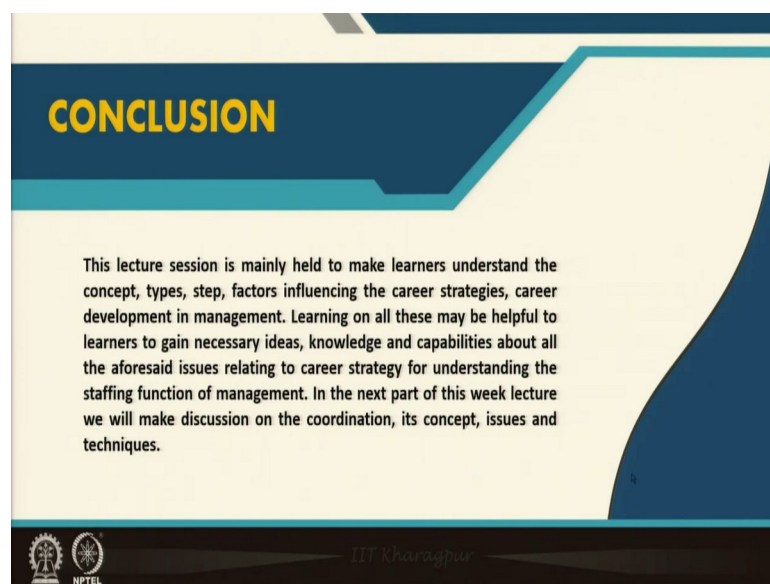


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CONCLUSION

This lecture session is mainly held to make learners understand the concept, types, step, factors influencing the career strategies, career development in management. Learning on all these may be helpful to learners to gain necessary ideas, knowledge and capabilities about all the aforesaid issues relating to career strategy for understanding the staffing function of management. In the next part of this week lecture we will make discussion on the coordination, its concept, issues and techniques.

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So, in this whole discussion we hope that the learners could understand about the concept, types, steps and factors influencing not only the career strategies, but career development in management and career development, career management, career planning.

They could also understand about the different types of careers, what are the expectations of different generations from the career, what are the changing nature and

expectations from a career within the life span and journey of a particular single employee also one particular employee.

So, all these will holistically help us to understand like how to plan for one's career, how to manage one's career, how what are how to get motivated to pursue a particular career and also for the organization to understand what are the career development strategies they should be need to take, how do they motivate different generations of employees, what are the markers for career growth within the organization. So that they can manage the career of the employees properly towards like their self development and also contribution towards the organizational goal.

In the next part of the lecture, we will discuss on coordination its concept, issues and techniques.

Thank you.