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Career Planning

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Abstract: *Career planning is an important parts of human resource planning which in turn an important part of corporate planning. With the help of career planning we can understand who could be groomed for higher level assignment and who could succeed in case of retirement, death, resignation of existing employees. Career planning comes for all level of people who are working with the organization. Career planning, succession planning and manpower planning are independent to each other but work in coordination with each other.*

I. INTRODUCTION

Career planning is a step by step systematic process in which people select goals and path to achieve those goals. We can say that it is a managerial technique to map out the entire career of the person. Below are some of the main features of the career planning –

- a) It is a step by step process to develop Human resources in an organization. It works as a medium to get the optimal performance from the employees and keeping them satisfied and engaged.
- b) It is dynamic and continuous process in changing environment.
- c) Although it is the individual responsibility but organization also takes some responsibility to give guidance to its employees
- d) Organization counsels its employees in planning their career so that employees can utilize their knowledge and skills to achieve their career goals.
- e) It is the best part of career planning that individual goals are integrated with organization goals

II. OBJECTIVE OF CAREER PLANNING

- a) To attract and keep the right kind of personnel in organization
- b) Firstly map out the career paths of employees according to their potential and willingness
- c) Train and develop employees for better position
- d) To get stable employees in organization by reducing the labour turn over cost
- e) Employees get high morale when their skills match with job
- f) Employees get opportunities for promotion
- g) To provide guidance to employees so that they perform in better way
- h) To achieve individual goals along with organization goals

III. PROCESS OF CAREER PLANNING

1. Identifying individual needs and aspirations as most of time people do not have clear idea of that. According to C.B. Gupta “Appraisal of employees is them carried out to identify the employees having the necessary potential for climbing up the ladder and are willing to be promoted and take up higher responsibilities”
2. Analysing career opportunities – Second step is to analyse career opportunities available within it. It is also important to analyse career demands. Organisations set up future plans and career systems of the employees. It is important to find out and analyse career demands according to knowledge skills and experience. Long term and short term career goals are set up according to specific job
3. Identifying Match & Mismatch – Specific jobs are related to different career opportunities matching is very helpful to develop realistic career goals
4. Formulating and implementing strategies – According to C.B. Gupta “Changes in career system by creating new career path by providing opportunities for lateral movements through job redesign. Changing employee needs and aspirations by helping them to scale down unrealistic goals and aspirations or by creating new aspirations”
5. Reviewing Career Plans – There should be periodic review of career plan so that we can understand plans are effective to utilize human resource by matching employee objective to job needs. By review we can understand that

organization is going/ moving in correct direction. What type of changes are required and which type of skills are required to adapt to the changing needs.

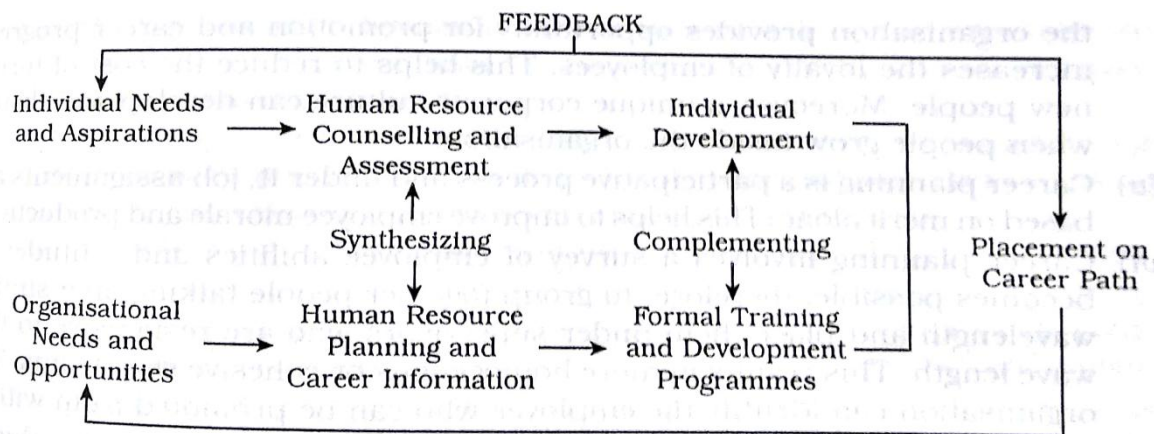


Fig. 11.1. Career Planning Process.

Source-Adapted from Alpin, J.C. and D.K. Gester, *Career Development: An Integration of Individual and Organisational Needs, Personnel, March-April, 1978, p.24, American Management Association: New York.*

IV. HOW TO MAKE CAREER PLANNING SUCCESSFUL

1. Top Management Support – The support of top management is very important for career planning. Management shall encourage executives to make this exercise successful
2. Expansion – For growth and expansion career planning is very important. With the help of career planning manpower projections can be made in such enterprise
3. Clear Goals – Organization makes corporate plans according to corporate goals. Organisation can develop its Human Resource department & its system if it makes career planning properly
4. Motivated and Hardworking Staff – Career planning is necessary to motivate employee. Employees can use available opportunities & resources. Career planning can be effective if employees understand what they are and what they have to achieve in their career
5. Proper Selection – In career planning there should be proper selection of right job. Employee should fit in the job & he/she should have that potential to grow in his /her career
6. Proper Age Balance – There should be balance age structures which is helpful for career planning. For effective career planning there should be harmony between growth needs of enterprise and career aspirations of employees
7. Fair Promotion Policy – There should be fair promotion policy. There should proper training and development programs for those employees who are willing to learn
8. Management of Career Stress – When employees have stress at workplace it will be so harmful for individual and organisation. Management should help employees to overcome through career stress management programmes. There should be proper participation of employee in career decision & career counselling
9. Internal Publicity – It is good in career planning gets publicity within organization. Employees should understand their career paths, Human resource department plays a significant role here
10. Continuity – Career planning should be done on continuous basis according to changing needs of employees and organization

V. ADVANTAGES OF CAREER PLANNING

1. By career planning people who are working in the organization can understand opportunities. According to his potential and calibre employees can understand in advance the level to which he can rise
2. By career planning employees can understand which career is most suitable according to their potential and talent. It motivates employees for training and development programs so that employees can get ability to manage new situation
3. The company which has career plans can make good image in market. Organization can attract potential employees. New entrants take these things in positive way that they are entering in such organization which gives importance to career plans
4. Career planning helps to retain hardworking and capable employees with the organisation. Employee turnover decreases and stability increases. By career planning employees get opportunity of promotion which enhances the loyalty of employees. When people are inside the organisation, the unique culture within organisation develops
5. We can say that career planning is a participative process. It is helpful to enhance employees' morale and productivity
6. Career planning is helpful to improve the employees' ability and attitude
7. By career planning we can understand future vacancies which arises due to retirement, resignation and death .It is helpful for manpower forecasting



8. It is helpful for expansion & growth of enterprise. By well-designed career planning jobs enlargement can be introduced which is helpful to meet future needs

VI. LIMITATIONS OF CAREER PLANNING

1. It is not adopted by small organisation .Career planning is suitable when opportunity for vertical mobility is available.
2. Sometimes career planning is not effective because environment factors such as policy of government , development of public sector , backward area growth influence business and its policy.
3. Career planning is not very effective for those employees who are working on shop floor. It has less important for illiterate and unskilled workers.
4. In country like India people expect to grow faster than its colleagues. This thinking upsets the career.
5. Sometimes career planning is not so much effective where favouritism and nepotism are taken place .There are some hurdles in career planning like political intervention in appointments and reservation of seats.
6. There are so many obstacles in front of career planning – lack of an integrated human resource policies, lack of well-designed wage structure, absence of opportunity for vertical mobility.

VII. CONCLUSION

Career planning is not only good for individual but also organisation. It utilises individual and does overall development of employees. It is also useful for organisational development and effectiveness. Day by day career planning requirement is growing due to rapid economic, social and technical changes. In the absence of career planning many employees get frustrated. Well-designed programs related to career planning can provide higher level talent from within the organisation.

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