2. CONCEPTUAL FRAMEWORK OF CAREER PLANNING SYSTEM

2.1. INTRODUCTION

The advent of the era of liberalization and globalization has transformed the world around us. Due to the fact that the business environment today has become highly competitive and complex majority of the organizations today support the ambitions of employees to learn and develop. Now employees are more aware about their career goals and organization are giving opportunities to their employees to grow and achieve their goals.
Today’s new generation designs their career graphs at the beginning of their work as well as organizations want to remain dynamic and growth oriented. Globalization has helped them identify their strengths and they can cash in their positivity’s. World has become so small and human resources department’s are playing a critical part in any organization which is welcomed by all the companies. This enables quality people to quote their price in market and get a maximum outcome. In this regard, career planning system and its related diverse concepts contribute in building success of an organization. In modern era’s fierce competition, management needs to work with efficiency and effectiveness using scarce resources in the pursuit of predetermined organizational goals. At the same time employees are also attentive towards their personal goals. In order to have a golden mean between these two important aspects, companies need to adapt goal concrescence. Therefore companies have to design various strategies to satisfy employee needs, proactive career planning is the best possible way. It is the key process in a career planning system, which uses all the information provided by the organization's assessments of requirements, performance, potential and the management succession plans, and translates it in the form of individual career development programs and also makes general arrangements for management development, career counseling, mentoring and management training.
The Career planning system plays significant role in employee-employer relation. This system is for employee development and has to be based on the shared responsibility between the organization and employee. Employee development is concerned with developing an employee to meet organizational needs. Now most of the companies have realized the fact that if their career planning system availed learning, training and prosperity opportunities the ultimately beneficiary are the companies themselves that reap benefits from the market place.

Career planning system assists employees in enhancing their skills in their current roles, navigating organizational ladders, gaining personal insights into their strength, development needs and sharpening their ability. It is the deliberate process through which organizations and employees become aware of personal skills, interests, knowledge, motivations and establish action plans to attain specific goals. The following diagram gives us an idea about career planning concept.

In order to understand the key concepts of the career planning system, here are some definitions -:

2.2. DEFINITION-

2.2.1- Oxford English Dictionary-

Career is defined by the Oxford English Dictionary as “an individual's course or progress through life (or a distinct portion of life)”. It is usually considered to pertain to remunerative work (and sometimes also formal education). Whereas “Career planning system is a goal that a person desires to
achieve in a selected field or occupation with a well thought out plan which is available for him there.”

2.2.2- Milkovich and Prof John W. Boudreau-

“Career Planning is the process through which individual employees identify and implement steps to attain career goals, and organization select, assess, design and develop employees to provide a pool of qualified people to meet future needs”

2.2.3- Edgar Schein(1978)-

“Career Planning is a continuing process of discovery-one in which a person slowly develops an occupational self-concept in terms of what his or her talents, abilities, motives, needs are.”

2.2.4- Herber and Heneman-

“Career Planning System refers to the formal programs that organizations implement to increase the effectiveness and efficiency of the human resources.”

2.3. SCOPE OF CAREER PLANNING SYSTEM –

Goal oriented definition of Career Planning gives an idea about the wide scope of a Career Planning System. A career goal helps persons to focus and make decisions on what to do for a living. A well formed system directs, motivates and helps individuals to accomplish career goals. It also helps us persons to focus and make decisions on what to do for a living. A career goal can be for a specific job—such as an accountant, teacher, doctor, nurse, manager—or it can be a particular field you want
to work in, such as transportation, consultancy, education etc. It helps an individual to discover their talent, skills, abilities and possibilities that they wouldn’t have thought of. Many possibilities exist with any career that is chosen. A career goal can guide in doing what we want to do in our life—rather than just aimlessly shifting from job to job. Once we choose a career, it would be to our advantage to think strategically about the steps we need to take to accomplish our goal.

The future is unpredictable; however, every one should still make career goals and plan the necessary steps to achieve goal. With every goal there is an anticipated desired outcome. We call this as an expectation. Our expectations help us how to motivate towards achievements of goals. When we realize our goal, we often feel joy and satisfaction, and automatically career planning system gets starts.

The future is unpredictable; Employees have career goals and expectations however without a CPS in place it makes it hard for the employee to achieve desired career goals. Individuals often resort to building individual career planning systems, that do not take their employers interests into consideration. Thus the scope of a company based Career planning system is indeed vast and in the self interest of the company. Very often this results in turnover which is costly for employers since retraining of new employees takes a lot of time and energy. All major activities in the working life of an employee comes under the preview of the Career Planning System. The human resources department in the organization takes the lead in developing a CPS and it takes the proactive role in accordance with the needs of a situation, such
as the role of a researcher, counsellor, mediator, peace maker, problem solver and that of a mentor etc.

2.4. OBJECTIVES OF CAREER PLANNING SYSTEM:

i. To provide opportunity to all the human resources in organization a venue to fully develop their talent and potential.
ii. To develop a constructive mindset in the overall personality of the employees.
iii. To reduce employee dissatisfaction and turnover.
iv. To develop the sense of team work among employees.
v. To allow the employees to achieve personal and work related goals.
vi. To develop organizational health, culture and effectiveness.
vii. To increase efficiency, productivity and effectiveness of the organization and employees.
viii. To maximize the utilization of human resources for the achievement of individual and organizational goals.
ix. To guide organizations in constructing and creating job descriptions, specification and job opportunities within an organization.

2.5. Advantages of Career Planning System-

Objectives of career Planning System highlights the following valuable advantages of career planning namely -

a. Creator of better understanding and the establishment of good communication-

   Proper Career Planning System helps Organization and employees to create a mutual understanding and communication to improve and
maintain motivation and moral. Both the employee and the company reap success from this.

b. **Realistic employee development -:**

It helps to increase employee’s efficiency and productivity. Employee’s have a much better understanding on how the success of the company relates to their own success.

c. **Controller of turnover -:**

This system helps to reduce employee turnover by showing him that the company that they are working for is interested in the growth of the employee

2.6. **CAREER PLANNING SYSTEEM AS A PROCESS**

Career planning system is the key process in career management. It uses all the information provided by the organization's assessment team of requirements, performance, individual potential, growth and the management succession plans, to and utilizes it for career development programs such as Management development programs, specialized technical development programs etc. This process is largely based on the organization’s need. The challenge is to bring in line company goals with that of individual career goals. Employees will have to be vetted and their active participation in the career planning process will result in a win-win situation. In the interest of discussion, listed below are the six steps of the Career Planning process.
2.6.1. Six steps Of Career Planning Process:

1. Self-Assessment
2. Career Exploration
3. Targeting
4. Career Preparation
5. Marketing Of self skills and qualities
6. Achievement of goal

(source- Human Resource Management-by p Jyoti, D. N. Venkatesh)

As a process career planning system is always ongoing and often runs in cycles. For success organization and employees should take their goals as an achievable target with a deadline and work hard to accomplish these set goals Goal setting is an important process and a learned skill
which is as an art as it is a science. When we try to understand and study more about the process of goal setting, we gain more skills and techniques in reaching our stated goals. Goal seeking is also known as growth building. Goal planning means planning an individual’s life. Life presents us with unexpected events all the time. So when we set out a goal we must understand that there may be many roadblocks to reaching a goal.

As a process, career planning system helps employees to work in a planned and continuous way such as:

(a) To develop capabilities/competencies to perform present and future roles,

(b) To develop capabilities as individuals so as to exploit potential for themselves and the organization, and

(c) To develop an organizational culture, to build superior-subordinate relationships, teamwork, collaboration among departments and promoting a healthy working climate.

(d) To estimate, predict and strategize all the steps necessary to achieving goals.

In a well designed career planning process employees have choices, when to choose one alternative over another, this is called an opportunity cost. It is the cost of passing up the next best choice when making a decision. In career planning, employees need to always be mindful of opportunity costs and take into consideration. Those who have successful careers understand how the game of work is played.
Thus it involves in integration of both individual and organization needs. Employees and Employers who engage and are active in participation in the career planning process will find themselves in a win-win situation where both employees and employers will find that their set goals will be met.

2.7. NEED OF CAREER PLANNING SYSTEM

There is a need for Career Planning system due to the following reasons:

1. To attract competent employees for active participation in the development and progress of organization.
2. To provide suitable promotional opportunities and a picture of job tree.
3. To activate X and Y type employees to meet the future challenges.
4. To increase the utilization of managerial talent within an organization.
5. To correct situations where employees are in a improper placement.
6. To develop employee satisfaction.
7. To inculcate various motivational tools to develop work morale of employees.

2.8. LIMITATIONS OF CAREER PLANNING SYSTEM:

Even though career Planning System is playing important role in the success of organisation and employees, it have some limitations, and those are -

1. Dual Career Families: - With the increase in a career orientation approach among women, the number of female employee’s is on the rise, due to this, the dual career families have also been on increase. Consequently, one of
those family members might face the problem of transfer which has become a
complicated problem to for an organization to handle.

II. **Low ceiling careers**: - Some careers do not have scope for much
advancement. So employee cannot accept promotion, despite their career
plans and development in such a job.

III. **Declining career opportunities**: Some job categories are in the declining
stage due to the influence of the technology or economic factors. Solution for
such problems is career shift, which can be hard to achieve.
2.9 FOUR STAGE CAREER PLANNING SYSTEM MODEL BY HAUEL’S\(^1\)

Figure no.2.3-Hauel’s Model for career Stages:

- Exploration
- Trial Establishment
- Growth?
- Advancement
- Maintenance?
- Stagnation?
- Decline
- Low

<table>
<thead>
<tr>
<th>Age</th>
<th>15</th>
<th>20</th>
<th>25</th>
<th>30</th>
<th>35</th>
<th>40</th>
<th>45</th>
<th>50</th>
<th>55</th>
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Indians work Performance
(career graph).
O.B.-BCA-IIsem.by oke & kulkarni Needs ----- 
Identity Intimacy Generatively Integrity- A career - stage model. 
(Source:-Adapted from Douglas T-Hall, Career’s in Organisation, Goodyear, Sata monika, calif, 1976, p.57.)

Four major career stages explained by Hauls

1. Exploration
2. Establishment
3. Maintenance
4. Decline

Table no. 2.1-Four stages of career planning system, explained by Hauel
<table>
<thead>
<tr>
<th>No</th>
<th>Stages</th>
<th>Important features</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Exploration</td>
<td>• In this stage employee tries to fit himself into the world of work.</td>
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<tr>
<td></td>
<td></td>
<td>• He tries to clarify and identify his interest and skills.</td>
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<td>2</td>
<td>Establishment</td>
<td>• This stage includes successful negotiation through selection and recruitment, acceptance of job.</td>
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<td></td>
<td>• This stage is connected with mutual acceptance process.</td>
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<tr>
<td>3</td>
<td>Maintenance</td>
<td>• At this stage employee become important and benefited for organization because of his wisdom, skills, experience, perspectives.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• At this stage employee serves as a role models for younger employees.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• This stage plays the role of turning point in the career life of employees, because here they may be Sustain their Performance or become mentor.</td>
</tr>
<tr>
<td>4</td>
<td>Decline</td>
<td>• It is final stage and marked by retirement.</td>
</tr>
</tbody>
</table>

(Source- Compiled by researcher)

2.9.1. Exploration Stage-

i. This stage is the beginning point of career planning system.
ii. This is based on the things which employees learn in his school and college life.

iii. Exploration activities are connected with the work/job as per the interest and qualification of employees.

2.9.2 The Establishment Stage –

This is the second stage in the Career Planning System. This stage starts after employees enter an organization. It also known as a learning and adjusting stage. At this stage a newcomer employee tries to -:

i. Negotiate effective psychological contracts,

ii. Manage the stress of socialization, and

iii. Make a transition from organizational outsider to organizational insider.

This stage is a great negotiating platform for employees and organization, where employees starts his employability with the help of career ladders within the organization with the help of training programs, discussions with seniors, mentors by enhancing his knowledge, experience skill, creativity etc.

2.9.3 The maintenance stage-

At this stage an employee becomes an important member of the organization, due to his wisdom, skills, experience, perspective etc. Maintenance stage plays the role of turning point, in the career life of an employee. At this career stage, some people continue to grow their careers, whereas some employees face career crises and a burned out situation. This is a challenging stage for the organization to solve a burnout and crisis situation
of an employee, they are challenged with the task to re engage the employee to prevent the employee from being dissatisfied with their job.

To keep employees productive, organizations can provide learning opportunities. Lateral moves are one option. Another option is to involve these employees in projects teams which give new tasks and skill development. The key is keeping the work stimulating and involving. Employees in this stage also need continued affirmation of their value to the organization. They need to know that their contributes are significant and appreciated.

During maintenance stage, employees can make a contribution by sharing the wealth of knowledge and experience with others. Opportunities to be mentor to new employees can keep senior workers motivated and involved in the organization. It is important for organizations to reward mentors for the time of energy they expend. Some employees adapt naturally to the mentor role, but various may need training on how to coach and counsel junior employee.

2.9.4. The Decline Stage-

The decline stage usually occurs later in life and signals that a long period of continuous employment will soon come to a close. This stage starts between 50 to 60 age. Various senior employees may face discrimination and stereotyping. They may be viewed by others as less productive, more resistant to change, and less motivated. So organizations must create a culture that values older workers contributions. With their level of experience, strong work ethic, and loyalty, these workers have much to contribute. In fact, older workers have
lower absenteeism, are more safety conscious, and are more satisfied with their jobs than are younger workers.

Thus, this four stage career model explained the career graph of employee from his entry to exit in organization and organizations role at these stages.

2.10. IMPORTANCE OF CAREER PLANNING SYSTEM-

Career planning system plays vital role in fast changing global environment. There is a need of the organization to adopt new techniques to adjust with challenges as well as the development of its employees. Organization has to be dynamic, growth-oriented and fast changing should develop their human resources. The utility and importance of Career Planning system is four-fold. It is beneficial to the organization, Individuals, i.e. employees groups, and society.

*Table No- 2.2- Four folds of Career Planning System*

<table>
<thead>
<tr>
<th>No</th>
<th>Four folds of Career Planning System</th>
<th>Features / Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organization</td>
<td>It Benefits to organization by developing employees and making them ready to accept responsibilities, welcome changes, enables them in implementation of programmers for better quality, improve services, cost reduction maintenance of good human relations, increase in productivity and profitability. Top management becomes more realistic.</td>
</tr>
<tr>
<td>2</td>
<td>Employees</td>
<td>Career planning system benefits to the employees in achieving their growth with development of potentials, acquiring competencies,</td>
</tr>
</tbody>
</table>
Thus career planning system develops mutual interest of four parties and win-win approach among them to achieve success.

2.11. DIFFERENCE BETWEEN MANPOWER PLANNING AND CAREER PLANNING-

The difference between career planning system and manpower planning highlights the feature of these two concepts. It emphasis that the CPS is the part and partial of manpower planning and the success of manpower planning is depend on the organizations strategic efforts for its career planning system.

<table>
<thead>
<tr>
<th>No</th>
<th>CAREER PLANNING-</th>
<th>MANPOWER PLANNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career planning is an integral part of manpower planning</td>
<td>Manpower Planning cannot be effective without proper career planning.</td>
</tr>
<tr>
<td>2</td>
<td>Career planning determines who</td>
<td>Manpower planning provides an understanding their roles, greater frost and respect for each other.</td>
</tr>
</tbody>
</table>

(Source- )

Table No 2.3- Difference between Career Planning and Manpower Planning
could be groomed for higher level assignments, where, when and how after what kind of training.  

inventory of skills and potentials available within an organization.

3 Career planning gives us information about, who could succeed in their career path.  

On the basis of performance, Manpower planning provides information about human resources available within the organization for expansion, growth and technological innovations.

(Source- Personnel and Human Resource Management- By A. M. Sarma, Himalaya Publishing house)

2.12. TYPES OF CAREER PLANNING SYSTEM

According to type span CPS is divided into short term and long term career planning system. Short-term career planning system in organization is done for a very short period - less than two years. On the basis of the progress of work, this system again classified into two categories:

- Matching the present employees to the personal jobs
- Filling the present vacancies with the available employees.

Where as Long-term career planning implies more than the two years. It is used to estimate the future manpower requirements, to know the present future qualifications and capabilities of employees to plan the individual development.

In case of any change in organization structure, change in the market, the
demand and supply of workers and managerial personnel or such changes, the manpower planning estimates should be revised time to time to make it effective and efficient.

2.13. ATTITUDE OF NEW GENERATION EMPLOYEES ABOUT CAREER PLANNING SYSTEM –

New generation employees are having practical view towards CPS. They are having more importance to their work and compensation satisfaction. For them career planning system means-

- Lateral moves are becoming more routine and even desirable.
- Jobs last longer, responsibilities evolve with no title change.
- Success means inner-fulfillment and money, not promotions.
- The work itself is important along with opportunity to influence the shape of work management practices and the organization.
- Work lasts until job is done, however long it takes; while many are work alcoholics.

Employees are taking advantage of various opportunities for shaping their own career. Self-reliance of employees is important in career planning system. For career development responsibilities of organization, the immediate manager and the employee plays significant role. The manager’s role is vital in career planning system, for them job tree concept and blue ocean concept are the best help lines.

2.14. CAREER PLANNING SYSTEM AND JOB TREE CONCEPT-
2.14.1 **Introduction.**

Job tree concept gives guidelines & techniques to human resource specialists, line-mgrs & interested employees to identify uncharted career paths for internal transfers, promotions & growth. For effective career ladders a new methodology is needed to capture the broader essence of experience. It is gained by individuals within an organization on & it should be related to internal career opportunities.

During today’s fast growing global world, the structure of the company’s organization is converted from the ‘pyramid’ to a nebulous, something that possibly doesn’t even have a top. Many changes are occurring in organizations which are operating under traditional structure. The lateral moves of employees can gives strength to the organizations. Their job skills, understanding of company’s product oriented activities, duties, operations & job culture, in internal & external relationships is beneficial for the development of organization.

The lateral moves of employee is also beneficial for job posting, succession planning & internal recruitment, which is a part& partial of job tree concept.

It is observed in various organizations by Mr. Vaughn, the father of job-tree concept, that maximum employees are having information about job opportunities & vacancies in other firms than their own organization. So to improve employee’s awareness about internal vacancies & opportunities, job tree concept is having wide scope, to reduce employee turnover and to attach employee with organisation.
2.14.2 Features of job-tree concept-

Job tree approach in career planning system of organization, first introduced by Mr. Vaughn in 1988. He developed this methodology during his management study to determine the cause of reduction of excessive turnover in a Midwestern engineering & manufacturing company. In his study Mr. Vaughn, referred the company, which calls by him as “Beta”. In this company there was a 3000 employee subsidiary of a fortune 1000 organization. It was experiencing an annual turnover among engineering personnel of greater than 30%. The major concern of this turnover to top mgt, was recruitment, training, productivity and other cost related aspects. Exit interviews of these employees & various internal analyses expressed the main reason of leaving engineers was, that, these engineers was not found internal growth opportunities, & their superior or boss was only slightly older than them, so these employees don’t have promotion opportunity also. Due to the unavailability of early promotion chances, & no viable way to find out where else their skills should be used in the company or in its parent organization. To prohibit such type of experience in organisation, Mr. Vaughn had suggested job tree concept and its structure.

2.14.3 Structure of Job Trees -:

- Job tree concept is different from the traditional career paths. They do not relay on hierarchy, functional one as or individual job classifications.
- It is based on information about how the organization is currently operating. The similarity between units is the basis for effective employee transfers within these units.
- The construction of job-tree is based on a computerized comparison of a wide variety of factors collected during an organizational analysis.
• The **home** unit is taken as the **trunk of the tree**, & other units which score most similar to the home trait are noted as the limbs.

• The **limbs** plays the role of **information sources of a vacant places** for a person in the home unit to move or likely sources for the home unit manager to search for prospective employees.

• The units similar to those on the limbs are shown as branches. These represents a secondary search level for managers, who are seeking candidates or additional job opportunities & possibilities for an immediate or subsequent transfers.

### 2.14.3. Limitation of job tree concept

This technique is most beneficial to medium size organizations, and it is unable to fulfill the expectations of all units within organization. In the beta study, by Vaughn, a number of departments including public Relations, compensation, benefits & International, Administration showed no significant matches from the computerized comparisons.

### 2.15. CAREER PLANNING SYSTYM AND BLUE OCEAN STRATEGY

The concept of blue oceans has been explained in the book ‘Blue-Ocean Strategy’ by W Chan Kim & Renee Mauborgne, first published in 2005. This was apparently based on 15 years of research based on strategic moves of business history & across 30 industries.

A blue ocean strategy helps organization -:

1) To creates uncontested job space within organization
2) To makes the competition irrelevant
3) To create & capture new vacancies within organization.

It is a recent concept and there is a prediction of various thinkers about this innovative concept that near future-ever heard of employees picking up their own designations from a job title basket or having employees make their own job descriptions or employees owning their learning & development budgets. Such examples are rare today, but definitely stand a good chance of moving into common HR practices, further into the future & inventive ones taking the lead.

Actually, these kind of examples are based on a not so recent concept known as blue oceans strategy, actually companies may have been using blue ocean strategies to enhance their business performance in the past. To attract & retain talent within an organization & especially a given x & y employees characteristics it is pertinent for HR executives, to continuously be innovative & democratic in terms of handling employee.

2.16 GUIDELINE TO EMPLOYEES TO ACHIEVE SUCCESS IN CAREER PLANNING SYSTEM-

Fig no.2.4- Guideline to employees to achieve success in CPS
Today’s employees are aware about their upward growth, but various time they face crisis and confusion regarding this. They don’t get proper direction to achieve career growth. Here are some guidelines to reduce their confusion-

a. **DETERMINE VALUES**: Values determination helps employees to search their values and work area for growth.

b. **KNOW WORK STRENGTHS**: Key to success is depend on persons strengths, and activities which reveal our weaknesses. SWOT analysis helps person to travel on growth ladders.

c. **ASSESS SKILLS**: Today’s job market gives preference to multiskills. And skill assessment helps person to know his / her skills, its depth etc.

d. **RESEARCH, RESEARCH, RESEARCH!**: Too often people choose the wrong careers because they don't know the myriad of vocations that exist within their field of study. This often results in mismatch employment. To avoid these, employee has to do research to develop his knowledge, to find out growth opportunity etc.

e. **CREATE PLAN**: It gives a sense of direction in helping to reach goals. In real life, career planning system, will keep us open to a realm of possibilities and help us to arrive at our rightful destination.

f. **CHANNEL PASSIONS**: Passion encourage us to, "Follow your heart," "Do what you love," and so forth. It's absolutely true! The key factor here is to channel passions sooner than later - though it's never too late to do what you love - there are distinct opportunities that are afforded to the employees.
Passion boost career momentum, or can be parlayed into an alternative career.

g. GET SOME EXPERIENCE: There is no substitute for experience. Experience help us to confirm interests and pursuits, or help to re-direct them.

h. GET A MISSION CRITICAL ALLY: Everyone knows the importance of networking. But everyone does not know the importance of having mission critical allies.

2.17. GUIDELINES FOR HR PERSON TO CREATE CAREER PLANNING SYSTEM-

1. To sketch present organization structure in detail.
2. To take positions stream wise like as Sales and marketing, HR, Technical development, Finance( typical in an IT scenario)
3. To line out responsibilities in front of each role
4. To create a competency matrix- like soft skill and role based technical skill
5. To map these skills along with respective Project manager for individual employee.
6. To tell them where they stand and what is expected out of them
7. To show them hierarchy and ask them where they want to reach( ask career goals, interests and abilities)
8. To ask them what is required to reach there from organization based on their expectations and capabilities draw a career growth plan for every employee.

2.18. ACTIVE FACTORS IN CAREER PLANNING SYSTEM –

1. HR MANAGEMENT,
18.1.1. Role of HR Management-

Human Resource Management is a part of the Management process which is primarily concerned with human constituents of an organization to achieve objectives of the organization and potential of employees. Growth of organizations can partly be stopped or hampered because they can’t maintain an efficient and enthusiastic viz., planning, organizing, staffing, leading, and controlling of human resources functions. Like-wise the procurement development, compensation, integration, and maintenance of human factor in the organization is highly important for organization’s success. All these functions are part of HRM.

18.1.2. Role of HR department-

HR department is playing vital role in career planning system. It is said that HRM is a line manager’s responsibility and a staff function. Since management is getting things done through and with people, responsibility of
managing people rests with line managers. The HR department provides specialized advice, assistance and information to line executives so that they may concentrate on their respective functions. The staff role of the HR department in relation to other departments may be analyzed as: Policy Formulator, adviser, work monitor and controller

**18.1.3 Role of HR Managers -**

1. Identify the job-related knowledge, skills, abilities, competencies and experience that employees need to be effective in their positions.
2. Help employees define short and long-term development needs that support agency objectives and employee career goals.
3. Support “Employee Development Plans” by indicating specific steps that need to be taken and by whom to accomplish the learning goals.

**18.2. Role of mentor in CPS:-**

Some times employee as well as students, or a conman man feel lost at work & unable to find out the path for a successful career. They become confused about a career decision & this is the time, where the role of a mentor starts. A mentor… a person …who could support all these confused persons & lead them to walk on the right path…

The word mentor’ has derived from the Greek classic-Odyssey. The story goes that the Greek Geodes of learning. Athena, who took the form of a half male & female, called mentor to nurture the young prince, Tele machos & to protect him from the enemies within the state. And it was since then, people who are experts in their field & are enthusiastic about helping others in developing their skills & competencies are referred to as mentors. Just like the story, mentoring today plays a very vital & important role in today’s Indian International Companies.
According to Desikamani, founder & director, mentor clearing services. Mentoring helps in achieving emotional maturity & resilience and building appropriate Career Planning System. According to Dr. Uday Salunkhe, Groups Director, Welingkar Institute of Mgt Development & Research notes - : A mentor could be someone you work with who is at a higher stage of his/her career than you are. May be, they are your mgr or someone who you have worked with in the past. Mentor takes confused person under his wings & provides advice to help to move your career in the right dilation.

Mentoring is not only about supervising a person’s task or giving same training but it is more about working with a person in a supportive manner & providing a right direction in life, both personally & professionally.

There and many situations in person’s life & career when clarity eludes him or her career, that time people needs proper decisions & look for the extra emotional support, & a little piece of wisdom, to ensure that they are on the right track. & a mentor precisely provides this type of support. Mentoring helps one to get a balanced view of situations which is free from emotions & enables timely & objective career decisions. It also helps in achieving emotional maturity & resilience.

Mentor can help his / her mentee to reach new heights with the right guidance & support. So when employee feel stuck at his job & need help, should look at for a mentor as he/she can help you achieve the right success. A mentorship plays the important role at the 3rd step of career planning process.

2.18.5. MULTISKILL OF EMPLOYEE-

A multiskilled worker is an individual who possesses or acquires various
skills, knowledge and applies them in work tasks. This type of employees are having tremendous potential to help organisation to achieve success.

Multiskill helps employees -

i) To increase labor productivity to reduce critical skill shortage
ii) To create a more flexible labor force who is able to accept challenges to improve project performance and better utilization of the current pool of skilled workers
iii) To develop competency within the workforce and allow full deployment of qualifications across the industry
iv) To assign workers tasks based on their ability to perform the needed skill and not restricted by traditional job descriptions or work boundaries.

Advantages of multiskilling in the development of work efficiency

1. It improves Flexibility
2. Development in Communication style
3. Positive effects on innovate attitude
4. Employment security
5. Develops Project efficiency
6. Management effectiveness

In this way multiskill is essential for the growth of efficiency and productivity of employees.

2.18.6. TRAINING AND DEVELOPMENT PROGRAMME FOR SUCCESS OF CAREER PLANNING SYSTEM -

Training and Development -
Training and development refers to the imparting of specific skills, abilities, knowledge to an employee which is a demand of career planning system to move ahead. Training and development is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.

**IMPORTANCE OF TRAINING & DEVELOPMENT -**

There are various benefits of Training and Development to the organization as well as employee. We have categorized as under

- Benefits for the organization.
- Benefits for the individual.
- Benefits in personal and Human Relations, Intra & Inter-group Relations & Policy Implementation.

**Benefits for the organization:**

a) To improves communication between group and individuals for team work

b) Aid in orientation of new employees as well as for those, who are taking new placement through transfer or promotion.

c) It improves interpersonal skills.

d) It provides good climate for growth and co-ordination between organisation and employees.
e) To make organization as a learning organization and helps to create corporate image.

f) Leads to improve profitability and/or more positive attitudes toward profits orientation.

g) Helps employees to match with organizational goals.

h) Aids in development for promotion from within.

i) Helps employees to change according to the change.

j) Develops a sense of responsibility to the organization for being competent and knowledgeable.

➢ **Benefits to the individual:**

a) Helps individuals in making better decision and effective problem solving.

b) Through training and development, motivational variables of recognition, achievement, growth, responsibility and advancement are internalized.

c) Aid in encouraging and achieving self-development and self-confidence.

d) Helps an individual in handling stress, tension, frustration and conflict.

e) Provides information for improving leadership, knowledge, communication skills and attitudes.

f) Increase job satisfaction and recognition.
g) Moves a person towards personal goals while improving interactive skills.

h) Satisfies personal needs of a trainee & develops a sense of learning.

i) Helps to eliminate fear in attempting new task.

➤ **Benefit in personal and industrial relations, intra & inter-group relations & policy implementation:-**

a) Improves communication between groups & individuals.

b) Aids in orientation for new employees & those taking new jobs through transfer or promotion.

c) Provides information on equal opportunity and affirmative action.

d) Builds cohesiveness in groups.

e) Provides information on other governmental laws and administrative policies.

Thus training plays important role to fill gap between desired skill and actual skill of employee as per the requirement of organization. It is the act of increasing the knowledge and skills of an employee for performing a particular job, which is the demand of proper career planning system. Training enables an employee to do his present job more efficiently and prepare himself for a higher-level job within organization or outside and also match his personal achievement goals with organizations goal of career planning system.
2.19 CONCLUSION -

From all above information and discussion we come to know that-

- Career Planning System is the focal point of a human resource development programme of an organization.
- It is a kind of Management’s planning exercise to design the entire career of all employees having various skills.
- This system helps to integrate the employees’ needs, aspirations with their organizational requirements.
- It is a challenging task which assume great importance in the present century.
- It is also observed that various organizations are making efforts for dual development, i.e. (Organization’s development and it’s employee’s development).
- Career planning system acts as a one of the important tools for harnessing the human potential in which top management, Human Resource Managers and Employees have a major role to play.

2.20 REVIEW OF LITERATURE

2.20.1-INTRODUCTION-

The topic ‘study of career planning system of employees in industrial sector’ is quiet novel and waiting for experts contribution. No doubt study regarding this topic have taken place in various seminars, workshops but from the management point of view this topic is not taken seriously by industrial organizations.
For more than 30 years, the field of career planning system has called attention to the need of development of innovative theories related to this topic.

A review of the previous studies related with Career Planning System is essential for thesis work and literature reviewed for this - are books, international journals, magazines and websites. In this chapter the researcher briefly outlines the researches and study carried out by the scholars who are actively engaged in this field.

2.20.2- Objectives Of Review Of Literature-
1. To know the contribution of scholars in development of thoughts, theories, principles of career planning system.
2. To search the theoretical work related with career planning system.
3. To get information about conceptual development of career planning system
4. To study the devotion and work of scholars from various streams about career planning system.

2.20.3- Work about Career Planning System-
a.) Edgar Schein, management scholar in his book ‘How Career Anchor’s Hold Executives In Their Career Paths’ (1978), expressed that career planning is a continue process of discovery, in which person slowly develops a clear occupational self concept according to his or her talent, abilities, motives, needs, attitudes, values etc. He believed that people developed certain career anchors at an early stage in their career which will govern their
individual career paths. In this book he represents the 5 anchors of work & those are managerial competence, which manage individual desires with opportunities, technical & functional competence of employee job security, employees creativity & individual primary interest in to work & develop according to his/her interest.

b) Author Ralph R. Pet in his article expressed that there is no boundary for career planning system even after completion of work tenure. Employee can plan his career after retirement through which he offer advice, guidelines for baby boomers that means newly entered employee. By this article he wanted to highlight that retire from service is not a retire from life.

c) In a study J.A hallon (1997) in his article “Career planning validity of Self-estimates & test estimates of work relevant abilities,” observed that the additional of ability, self estimates to taste estimates, substantially improves upon the validity of test estimates alone & it can provide efficient addition estimates for career planning.

d). In this year 1986, H. Markus & P. Nurius had drawn the Peer beliefs theory. In this theory he pointed out that compare to girls, boys are more open to discuss about career opportunities and career growth with peers.
e) Dr. S.S. Chandra, career counselor, Chandigarh in his article ‘How to plan your career’, published in employment News weekly, on 14th May 2010, explained that career planning is a process of deciding ideal education courses for studies, which rightly connected with persons basis aptitudes, work preferences, need to achieve, personality traits and work style based on acquired skills, self confidence, attitudes, adjustment levels, emotional intelligence etc. In this article, he highlights the need to remove hurdles in the progress of career by counseling seniors, peers, experts and mentors.

f) A. M. Sharma, former member of the faculty, Tata Institute of Social science, Deonar, Mumbai, in his book, Personnel And Human Resources Management (6th edition 2009), published by Himalaya Publishing House, expressed his view on career planning system of employees, that- career planning is a relatively new personnel function and it is still rare established programmes. This field is eagerly waiting for the mutual and joint efforts of organization and employees. It aims at matching individual potential for promotion and individual aspirations with organizational needs and opportunities. This system is making sure that the organization has the right people with the right skills at the right time.

2.20.4- Career Development –
a)-Hall D.T. (1970), in his book ‘Careers In Organisation” expressed the career stages of employees within organization. In this book he highlights the desire of employees from their career according to their tenure.

b)-Hall D.T. and Lorgan M. A. in their book ‘Career Development and planning explained the role of various active actors in the journey of career planning system. D.T. Hall divides the areas of concentration as - Organization structure and procedure, personnel policy, duty of manager, work culture. According to him career planning system can begin before or at the time of employees appointment on job. Hall and Lorgan added that job features allows employees to work in a variety of activities and provides growth and development opportunities at all stages. According to them, the organizational efforts regarding career planning system are still race. Hall and Lorgan pointed out that some organizations hesitate to involve themselves in career planning system because these organization believe that career planning activities may increase employee expectations for career advancement and that unfulfilled expectations will lead to dissatisfaction and possible turnover, which is risky. So they both highlights the need and importance of such type of personnel policy of organization which encourage
employees to improve their qualification, skill and to create progressive opportunities within organization.

c)-Abhishek P. Das, MBA IT Student in his paper presentation, title, ‘career planning and development for employees’ (2007) emphasized, career an the series of work related positions a person occupies through life and organization. Centered career planning focuses on jobs and on identifying career paths which provide for the logical progression of people between jobs in the organization.

d)-Audrey Collin and Richard A. Young, in their book ‘The future Of career’ published in 2000 by Ambridge University Press. emphasized the changing features of career planning system. This book is divided in three parts-

Part I: Address the changing feature of career by observing broad changes in economic and social environments and the academic and particular contents.

Part II: Of this book offers new constructions and perspectives on career. In this part author had taken empirical analysis and represent a variety of disciplines and the experience of people from different groups. Using Weick’s (1979,1995) social psychological theory author show how the enactment of career reflects an intersection of self-organizing and social phenomenon.
Part III: Of this book proposes several innovative changes in career theory, practices and policies to help employees how to change according to change. Even in this part author further develop the understanding of career expressed by super (in 1980) in his life-career rainbow by showing its social and political implication.

d) D.G. Zytowski is the first scholar who explained the theory of career development for women in ‘The personnel and guidance Journal’, page no. 47(1994). In it he highlights work values for career development, which is known as a super contribution to vocational theory.

e) Hackeet G and Watkins C. B. (1995), in his research work ‘Research in career assessment: abilities, interest, decision making and career development’ observed the important role of persons ability, interest area, grasping power in the development of his/her career.

2.20.5- Role of Values in Career Planning System-

a. Patton W (2000), discussed the role of values in changing scenario of career field. He emphasized that values of person promote person to take initiatives in development of his career.

b. Richard Boyatzis, Annie McKee and Daniel Goleman in their paper ‘Reawakening your passion for work’ published in Harvard
Business Review on managing your career (2002), highlights the importance of hard work and deep interest of employees in teamwork, guidelines of mentor, bindings of organization for employees growth for success of career planning system.

2.20.6- Role Of Various Actors in Career Planning system-

a. Sannenfold and Kotter in 1982, have identified a series of theoretical perspectives which have been applied to career. Their identified perspectives are social class, static personality differences, career stages and life cycle. Sannenfold and Kotter point out that each perspective offers something useful in careers. They assume that careers are governed by a person’s position in society, and it determines the opportunities that are made available to the person. Their ‘static personality differences approach’ assumes that, people choose careers which match their personality. From career stages perspectives they pointed out that the career can be divided into distinct phases or stages, where as in last perspective of life-cycle they emphasize that biological and cultural factors have influence on persons career. (Ref- Sannenfold and Kotter (1982) ‘The maturation of career theory , Human relations and Career Choice’).

b. John Holland in 1985 has developed Career Choice Theory. In it he discussed the relations between personality type and occupation selection. Holland’s fundamental hypothesis is- People will be
most satisfied and most successful in that occupations which match their personality. Hollands approach to personality assessment is path shower to management and employees to built career planning system.

He had developed the Self directed Search (SDS) aid, which helps the respondents to to find out their preferred activities, reactions, abilities, competencies and dreams about occupation. This helps employees to find out their career interest area. (Ref-Holland J. L. (1985), making vocational choices, 2nd edition, Englewood cliffs, N. J- Prentice-Hall)


d.- Gladwell and Beeler, management scholars in 1993, highlights the importance of training programs in career planning system. According to them the certified training programmes encourage employees to develop their career awareness.

e.- Various scholars had given contribution in the development of career planning system approach – those are- Patton and McMahon (1999) expressed some key constructs from major
career theories, and those are Holland’s Personality Typology theory (1997), Brown’s Value based model (1996), Supers Life span and Life space approach theory (1990), Mitchell and Krumboltz Social learning theory (1996). In this regard Savickas in 2001, made most recent contribution to frame out the importance of career planning system for the growth of employees and organisation. (Ref- Leong, F. T. L., and Serafic (2001), Cross – cultural perspective on Super’s career development theory, career maturity and cultural accommodation)

f.- Paul D. Tieger and Barbara Barron (1999) in their book, ‘Do What you want: Discover the perfect career for you through the secrets of personality type,(Publisher- Little brown and Co.) narrate various guidelines on how to select perfect career according to the personality type.

g.- Marcia Zidle on October 4, 2010 in his paper presentation ‘Who’s Responsible for your Career?’ highlights the contribution of family members, peers, society, school teacher, education field, co-employee, government policy etc. In his research work he certified career strategies and business coach, works with high potential, impact of managers and professionals to advance their careers and develop their leadership capabilities.

2.20.7- Review From Various Websites-
There are various websites which helps job seekers, employees and managers in taking online career test to determine career choice, communication methods and building ideal work environment-

i. Careerfitter.com
ii. Careersbydesign.com
iii. Jvis.com
iv. Careerplanning.com
v. Careerandi.com
vi. Askyou.com
vii. 12management.com

2.20.8- Survey work on career planning system-

In 1990, USC Marshall School of Business at the university of southern California had conducted a survey work under the leadership of Michael Driver, professor of Organizational Behavior and the director of the management assessment programme to find out appropriate management efforts to develop employees career development interest. From this survey, the scholars tried to find out impact of family, culture, national and company culture, impact of peers and mentors in the development of career planning system. The result of this survey highlights the need of mutual work of management and employees to built career planning system.

2.20.9- Relation Of Literature with Objectives Of study-
Objective of this thesis work is to study career planning system, to find out the causes of mobility, satisfaction and dissatisfaction, job hopping approach of employee, to study the effectiveness of career planning system for the growth of the organization, to observe the hurdles in implementation of career planning system in select industry and to understand the approaches of employees and organization experts about career planning system in selected industries in Pune Dist. MIDC Area. The literature collected and studied for the research work by researcher, gives knowledge to clear ideas and concepts of career planning system. This literature provide information to the researcher about the contribution of experts and limitation of this work.

Paper presentation of Edgar Schein, whose title is ‘How Career Anchor’s Hold Executives in their Career Path’ gave guidelines to the researcher to know the active participation of various factors in career Planning System of Employees in select industries. The article Written by author Ralph R. Pet, J. A. Hallon, H. Markus and P. Nurius, Dr. S.S. Chandra, A. M Sharma, Abhishek P. Das, Audry Collin and Richard A. Young helps researcher to find out the causes of mobility, satisfaction and dissatisfaction, job hopping approach of employees, to observe the hurdles in implementation of career planning system in select industry and to understand the approaches of employees and organization experts about career planning system. Even also these articles gave the signal of limited work regarding career planning system of employees in industrial sector, because maximum work is related with personal or individual career planning and its benefit for personal growth. Actually this research work is targeted towards the study of career planning system of employees and this collection of literature have less potential to highlight on career planning system of employees in industrial sector.
2.20.10- Major Findings From Review Of Literature-

After collecting and reading literature about career planning system, researcher find out that-

a. Maximum writings related with Career Planning concept highlights the features, importance, characteristics, process, guidelines, role of various actors in CPS etc

b. Various literature is oriented with the development of scientific approaches, views and opinions of scholars.

c. Few literature evaluates the need of extra devotion and concentration towards the development work of concepts regarding Career Planning System of employees.

d. Some analytical work about Career Planning System, focus on cultural, psychological, educational and financial aspects relevance in Career Planning System.

e. Maximum literature and work of experts, related with Career Planning System focus on the individual or personal career plans and career development.

f. Researcher observed that very few literature is available about career planning system of employees in industrial sector.

g. Even in this global competitive world, little bit theoretical work has done regarding development and evaluation of Career Planning System of employees in industrial sector.
h. Very few literature work linked with scientific approaches and theories with the improvement of employees and organizations career planning system.

2.20.11- Research Gap identified-

The literature and study material regarding Career Planning System is collected by researcher in bulk amount, but few of them focused on Career Planning System of employees in industrial sector. From this collection researcher identified research gap which is as under-

a. Even though Career Planning System is the best platform for management to connect and bind the efforts of organization and employees to achieve their lifetime goal, very few scientific concepts are developed in this regard.

b. The growth of every industrial organization is maximum depend on devoted work, transparency, mutual understanding, coordination and management positive attitude towards employees etc, the Career Planning System has tremendous potential to built strategic atmosphere and mutual understanding between organization and employees so there is a need of scholars contribution to activate these qualities.

c. In modern global era employees and organization should be innovative, alert, devotional and work oriented. In this regard Career Planning System is the best path-maker aid for employees and organization but very few literature work is
available, which can boost these qualities of organisation and employee.

d. The success of organization is not hierarchy and gender specific. It needs the involvement and attachment of every minor and major element related with organization. These elements are waiting for the scholars contribution to develop its aspect.

e. Various theories and approaches of Career Planning System is waiting for higher research to promote employee and organizational success.

2.20.12-CONCLUSION-

Thus the review of literature pointed out the contribution of various scholars in the development of career development theories and the. It also highlights the features of career planning system. From this review we can notice that there is wide area which is waiting for innovative work to develop career planning system of organisation and employee which can boost the research work of experts.
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