



ROLE OF CAREER AND SUCCESSION PLANNING IN THE NEW BUSINESS MODEL

DR. SIRTAJ KAUR

ASSISTANT PROFESSOR

DEPARTMENT OF COMMERCE

MATA SUNDRI COLLEGE OF COMMERCE

Abstract: Organizational survival and growth are the most important responsibilities of the top management of all organizations. This responsibility can best be fulfilled by planning management succession to ensure the availability of the right kind of management staff at the right time and in the right positions to provide for continued organizational viability and strength. Career planning involves efforts on the part of the organization to provide avenues for growth to its employees. Certain attitudes formed in early life guide them throughout their career. Certainty this growth should be accompanied by development. Organizations must be in position to provide opportunities for employee's development. It is the individual's responsibility to constantly strive for self-development. It must make consistent efforts at self-development so that development is more rapid than the level of growth reflected in the formal position in the organization. The other side of the coin is the role of employees in career planning. It involves efforts on the part of the employees to clearly think through and decide areas in which they would like to make a career for themselves.

Keywords: Career planning, Career opportunity, succession planning, Management succession, Human Resource Development

1. Career Planning

There are certain attitudes formed early in life guide people throughout their career. They are called anchors. They “anchors” an individual to one or few related types of career.

Five career anchors have been identified. They are:

1. Managerial competence: the fundamental characteristics of the persons anchored by an overriding interest in management include a capacity to take considerable responsibility, ability to influence and control others and have skills in problem solving.

2. Technical-functional competence: their primary interest is in the functional work. They consider managerial and administrative responsibilities as avoidable irritants. They will like to remain experts rather than become general managers.

3. Search for security: they are attached to an organization or a location than to work. They don't want to hear anything against their organization. The only price to be paid by the organization is to keep them at the location of their house.

4. Desire for creating and developing something new. Such individuals start a new business, less for making money than for creating a product that could be identified as theirs.

5. Freedom or independence: they will like to work at their own pace. They will like to choose their working hours. Freelancer's writers and consultants come under this category.

2. Features of Career Planning.

Some important features of career planning are as follow:

1. Career Development Cycle: It is an important part of career planning. It discusses one's experience in a given organization from joining to growth to quitting in relation to one's pre-determined career plan and modifications therein. There are four stages of this cycle:

a. Exploratory stage: this stage starts when a new employees joins an organization. He gets a real shock. He finds a big gap between what an ideal organization should be and what it is. Alternatives for the initial training include a full-time training with no job responsibility and worthwhile training. The sooner the trainee is given a definite job assignment, the more rapidly he will develop.

b. Establishment stage: once an individual has chosen a career, he requires regular feedbacks. A good career plan should provide this feedback. The first performance appraisal, the first promotion and the successfully completed assignment are all very important occasion for a younger employees.

c. Maintenance stage: in this stage. Employees try to retain the name they have established in their career. It requires continuous efforts at self-development.. it occurred in mid-career crises.

d. Stage of decline: impending retirement scares everybody. Some planning for retirement can ensure smooth transition. Many organization conduct training program for their retiring employees.

2. Career Need Assessment: employees are often uncertain as to the type of work that would suit them best. There are a number of evaluation instruments available to determine basic aptitudes. Human resource development managers should be able to guide employees by administrating these instruments to them. Employees should think whether they value prestige, independence, money or security. They should also be social active. These exercises with some assistance from HRD managers should help in career need assessment.

3. Career Opportunities: realizing employees have definite career needs, organization should chart differently career paths. These should be made known to all employees in career path to provide the hope of hope to achieve success. Openness should be the hallmark of an effective organization in this area.

4. Need-Opportunity Alignment: the crucial part of organizational career opportunities by HRD in ensuring the alignment to build up moral in the organization. A systematic choice of development techniques like training, assignment, counselling should be made to ensure this alignment.

Thus, the career path models had been evolved to provide direction to the career progression of officers it formed the basis for placement, transfer and rotation for higher responsibilities. These models were finalized after extensive consultations and discussions within the organization.

3. Model for Planned Self-Development

Every employee should formulate an action plan for self-development. This plan has to be related to the career goal of the individual

Steps for this action plan is as followed:

1. Success formula: it ensures on-the-job success in an organization. Success is a function of the following factors:

a. Job responsibilities: job responsibilities are related to job and how well they are discharged by oneself.

b. Leadership qualities: a good leader help in success of discharging job responsibilities.

c. Relationship: this factor is to maintain good relation with your boss. It can be functional and objective relationship on mutual respect.

2. Self-evaluation balance sheet: an evaluation stand a good starting point for marketing plans for success. A pre-requisite for the success of this exercise is being true. The objective is genuinely interested in development of employee.

a. First factor: Job responsibility

The employees should have major job responsibilities. It has thinking and discharging each responsibilities

Manager’s responsibilities	Excellent (A)	Very good (B)	Average (C)	Below average (D)	Poor(E)
1.coordinate training programs					
2. take sessions in courses					
3. finalize managerial recruitment in time					
4. keep costs within budget					
5. maintain good organizational communication					
6. handle personal relations					
7. prepare quality handouts					

b. Second Factor: Leadership qualities

Leadership is difficult to define, but easy to appreciate. Some leadership qualities have been identified as follow:

Manager's responsibilities	Excellent (A)	Very good (B)	Average (C)	Below average (D)	Poor(E)
1.technical competence					
2. effective intelligence					
3. personal integrity					
4. potential for growth					
5. administrative skills					
6. good communicator					
7. motivator					
8. innovator					
9. initiator					
10. decision-maker					

c. Third Factor: Relationships

Promising careers may be cut short because of poor relationship with one’s boss. The growth of employees may be seriously hampered because of poor relations with peer, subordinates, clients and customers

Manager’s responsibilities	Excellent (A)	Very good (B)	Average (C)	Below average (D)	Poor(E)
1.boss					
2. peers					
3. subordinates					
4 clients					
5. trade					
6 union leadership					
7. government					
8. public					

Some thumb rules are:

1. Build your career on your assets.
2. Make out a time-bound plan to work on your liabilities.
3. Choose first the liability that is hindering your growth and progress the most.
4. Make “working on your liabilities” your life-long mission.

4. Succession Planning

Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in an organization. It increases the availability of experienced and capable employees prepared to assume these roles as and when they become available.

The process is as follow:

1. Management staffing plans should be developed. The business plan be reviewed to determine the managerial needs with potential forecasts and overall manpower

2. It concern staffing and development as recruitment, selection of candidates and personnel training and performance planning.
3. The organizational environment ensure to give best of desirable employees.
4. Appraisal and analysis of results achieved should provide an organization with essential feedback on the performance of managers.
5. The succession planning exercise is the preparation of management resource inventory to identify the best-qualified employees for filling present and future managerial vacancies. These are as follow:
 - Personal data
 - Performance
 - Potential
 - Skills
 - Career goals
 - Career plans

5. Conclusion

The role of organization in career planning is to introduce and strengthen systems to ensure career progression of employees. Depending on the career path model, managers with specialized training provide opportunities for development. It is the individual's responsibility to constantly strive for his self-development. He must make consistent efforts at self-development so that his development is more rapid than the level of growth reflected in his formal position in the organization. His efforts at self-development must be even more intense when his growth in the organization is very rapid. This shows a healthy balance between growth and development.

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