

EXPANDING CAREER OPPORTUNITIES IN INDIA

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The Manpower Employment Outlook Survey conducted in June 2005 forecast positive employment prospects for the July-September quarter of 2005. Carried out for the first time in India, the survey is based on interviews with 2,488 employers across the country. According to Mr. Soumen Basu, Chairman of Manpower India, the aim of the study is to create awareness and provide a research base to the employers. Mr. Basu said in June 2005 that a copy of his report would be given to the Planning Commission. The sectors covered under the survey are: finance, insurance, and real estate; manufacturing; mining and construction; public administration and education; services; transportation and utilities; and wholesale and retail trade.

Employers in the services sector, including the information technology and IT-enabled sector, indicated the highest demand for an increase of 44 percent employees, followed by finance, insurance and real estate at 41 percent, Growth in the transport and utilities industry would be just 17 percent. The sectors surveyed include the private and public sector undertaking and industrial houses with a significant contribution to gross domestic product (GDP). Fully based on inputs from the organized sector, the survey included multinational companies also. The Manpower Employment Outlook Survey is conducted quarterly to measure employers' intention to increase or decrease the number of employees in their workforce during the next quarter.

The employment field in India has undergone and is undergoing a sea change with a wide range of opportunities open to youngsters in various fields. Never before in India's history have we seen such an interaction between the employers and the potential employees. It has been a two-way street. MNCs, manufacturing concerns, IT majors, IT-enabled services and others need the right kind of professionals and others as much as the youngsters need the right kind of openings in different fields.

The old kind of recruitment is passed. Gone are the days when one applies for a job and waits eternally for an interview, medical examination and other unending formalities. Today interviews are fixed just on the basis of ads or even through walk in interviews or teleconferencing. And there are campus selections and career fairs

organized at regular intervals in different cities. Institutions-both government and private-are offering courses in subjects off the beaten track. Everyone knows that change is the only constant factor and survival depends upon acting or reacting to the way winds blow in the fields of education and job opportunities. Did we ever dream just two decades ago that job avenues would be opening up through sheer knowledge management and reduction in interaction costs? The New Millennium optimizes talent globally through remote services. Any activity that does not require face-to-face interaction between a service and its receiver is good for remote processing. The market potential for remote service is currently around \$120 billion and is expected to grow to a whopping \$250 billion.

IT-enabled services promise a million jobs a year and web-based business models will mould the future, throwing up widening horizons for outsourcing operations that would be managed remotely. An unending, vast territory is open for you-medical transcription, data entry, design services, accounting and financial services, network management, research services, data search and analysis, website services, monitoring services, secretarial services and the like. Some of the fresh avenues of employment that have emerged in recent times have been medical transcription, call centers based on business process outsourcing, insurance claim processing, back office operations, etc. Many companies are employing graduates fresh from colleges or universities, training and orienting them to meet the demands of the jobs that they are required to perform. The universities must change according to the changing demands of the times, the needs of industry and needs of employment potential. Let the syllabus be modified to help the students find jobs of the 'new wave'. Compared to a mere 75,000 software engineers emerging in the US, a top high 1.2 lakhs software professional enter the employment field in India every year. The number of low-end software technicians has already crossed a million. The software industry is growing at the rate of 50 percent per annum and IT exports account for 30 percent of the total exports. And there is a rush for IT-MBAs.

We no longer talk of just hospitals, but talk only in terms of multi- specialty hospitals and such hospitals that pay hefty salary to the specialists are mushrooming in big and small cities. With tourism of different brands like ecotourism, pilgrimage tourism and heritage tourism, we have added one more brand - health tourism. Foreigners are coming to the multi- specialty hospitals in India for better treatment and high-risk operations that cost one fifth of what they pay for in their countries. In the two small cities Thiruvananthapuram and Kochi in Kerala alone, there are more than 30 multi-specialty hospitals. There is a special wing in the Amritanandmayi Multi-Specialty Hospital in Kochi dealing with diabetic foot alone.

New fields like biotechnology and nanotechnology are fast emerging. More comforts mean more misery. You sit for hours together in your air conditioned room in the office and back home you pursue the same persistent sedentary style watching TV.

And if you are not a victim of hypertension, diabetes or spondylitis, then something has gone wrong with your doctor's diagnosis. These ailments have opened avenues for dieticians and nutritionists who will tell you what to eat and when.

Poaching of pilots as more aircraft of new companies take to the skies in the wake of our "open skies policy" shows the dearth of pilots in our country. Many of our ace pilots of the IAF find lucrative jobs in private airlines after their retirement. With the opening of insurance sector to private players, our new against have to be tech-savvy wielding laptop and get going the aggressive way. The boom in the credit and business has opened yet another field for those young adept in aggressive marketing. Not every household gets all TV channels. But the number of channels is ever on the increase, providing scope for thousands of technician's video graphs, sound recordists, make-up men, talented anchors, talk show hosts and artistes for the serials.

The banking and finance fields have seen traumatic changes in the form of mergers, acquisitions and the like, providing room for experts in finance. Financial managers are being hired to manage assets and investments, handle mergers and acquisitions, raise capital and assess global financial transactions. The mobile revolution-the extensive use of mobile phones has opened up career opportunities for lakhs of professionals and non-professionals there is cutthroat competition in the field with each player offering more scopes for the potential clientele. Only the dynamic among the youth can boost the sales and complement the aggressive ads. Marketing is the byword today. Business managers would decide what news would go and what needs to be "killed". Economic writer; are paid much more than those who write or edit news stories Advertisements in the print media and audiovisual media are the base or which the success of a periodical, a radio channel, a TV channel or a TV serial is built.

Sometimes it is seen more time is given for commercial break than for the serial. Ads in newspapers and magazines and visual ads have opened the floodgates of opportunities for hundreds of thousands of youngsters for different chores in the vast expanding ad business. As India is poised to become an economic and knowledge superpower propelled by a leadership of great vision, the responsibility for carrying out the vision would largely depend upon our youth for whom the nation provides a vast and varied field. Here, they can perform their best in any field they choose. More opportunities would emerge for them with the passage of time.

Carrier Options in Home Science

Food and Nutrition

Dietetics, Catering, Food preservation, Health clubs, Hotel management

Resource Management

Careers related to this are: Personal Management, Marketing, Social activities, Consumer activities, Extension programme, Financial Planner.

Human Development

Public relation, advertising, journalism, Mass communication, Counselor, Child care, Teaching, Research, entrepreneurship development, Interior decorator

Textile and Clothing

Merchandiser, Garment exporter, Textile designer, Fashion designer after acquiring knowledge in different areas of home science, one can go in for Teaching at the school or college level. Research in all the fields is another way to employ ones knowledge creatively. It is also important for the advancement in all fields to avoid stagnation.

Food and Nutrition

This field offers great opportunities for self employment and for job too.

Self Employment

Catering can be lucrative business as social get-together and parties. Fast food centers are now becoming very common. Opening a Health Club in combination with Diet Consultant can also be a good career of Self Employment because the awareness of urban people towards their health is increasing day-by-day. Running a Food Preservation centre of taking private classes to impart training for the same also provides good earning opportunities. There are also an employment opportunities at various hospitals, hotels and health club as dieticians.

Clothing and Textiles

This field too provides ample employment opportunities to people.

Self Employment

Vast scope in self employment is open to textiles and clothing trained personnel. One can work as Fashion Designer after specializing in the field. There are opportunities as an entrepreneur or in job for the same. Similarly, Textile Designer, Printing and Dyeing Boutique. Garment Exporter, Merchandiser offer good opportunities for self employment as well as one can also get a job of Quality /Controller or Sales Executive in an export house of garment manufacturing unit.

Family Resource Management

Interior Decorator is an upcoming field with application in home and business. With sufficient skill and talent, one can design and make and market one's own decorative items. Employment as Interior Decorator in a firm, House Keeper in Hotel, and Reception and Financial planner are other options.

Human (Child) Development

Opening a Child care Centre could prove to be a attractive and good paying business in the society today where more and more women are coming out of their home to get employment.

Career Planning

A career can be defined as all the jobs held by a person during his working life. It consists of a series of properly sequenced role experience leading to an increasing

level of responsibility, status, power, and rewards. According to Flippo, "a career is a sequence of separate but related work activities that provide continuity, order, and meaning in a person's life". This is the objective view of a person's career. However, there is also a subjective element in the concept of career in the sense that changes in attitudes, motivation and values occur as a person grows old. In both the perspectives, the focus is on the individual. Career, thus, represents an organised, well-timed and positive move taken by a person across time and space. It must be noted here that a person's career is shaped by many factors, e.g., education, experience, performance, parents, caste links and some occasional luck. Similarly, while some people like creative personnel and artists may deal independently with shaping their careers, there are others those employed by somebody do not have much scope for their own pursuits and, in turn, career. Career planning can be defined as a systematic process by which one decides his/her career goals and the path to reach these goals. For example, one young man decides upon an academic career and establishes the following sequence of positions.

- Ñ Ph. D. degree by age 26,
- Ñ Lecturer by 27,
- Ñ First book published by 30,
- Ñ Reader by 35,
- Ñ Professor and the head of the department by 40,
- Ñ Dean of the school by 45, and
- Ñ Vice Chancellor of a university by 55

From an organisation's view point, career planning stands for the forward looking employment policies of it which take into account the career of individual employees involved in various tasks. It unites organisational human resource planning with individual career needs. Individual career goals and career path in conformity with individual capabilities and aspirations are matched with the manpower planning in a human resource development programme. This is necessary to properly motivate the people to identify themselves fully with the organisation, and to ensure expected level of organisational commitment. It also develops people for managerial succession.

In brief, career planning is a managerial technique for mapping out the entire career of employees from the employment stage to the retirement stage. It involves discovery, development, planned employment and reemployment.

Key Terms in Career Planning

Career Goal: The future positions one strives to reach in his career

Career Path: The sequential and progressive path or line through which, one moves toward his/ her career goal.

Career Anchors: These are the basic drives acquired by an individual during the socialisation process which urge him to take up a career of a certain type.

Career Progression: Making progress in one's career through a series of right moves in the form of promotions

Mentoring: A process wherein a senior employee serves in an informal way as a teacher, guide, friend, philosopher and confidante to the new employee in the organisation

Career Planning, Career Development and Career Management

Career Planning: This is the process by which an employee selects career goals and the path to these goals.

Career Development: The personal improvements one undertakes to achieve a personal career plan.

Career Management: This is the process of designing and implementing goals, plans and strategies to enable the organisation to satisfy employee needs while allowing individuals to achieve their career goals.

Career Anchors: Longitudinal researches conducted by the psychologists have indicated that during the socialisation process, certain attitudinal syndromes are formed early in life. These syndromes are composed of a combination of needs, values, and talents and serve to anchor the person to one or a few related type of careers throughout his life. Knowledge of these anchors helps in planning career development. This is precisely the reason why a person desires to be a doctor or engineer or administrator and alike in his/her life. In a sense, just as boats put down anchors to keep them from drifting too far, individuals put down anchors to stabilise their career choices.

Five Career Anchors Identified are

- **Managerial Competence**

People having such anchors are characterised by an overriding interest in managerial positions that offer opportunities for higher responsibility, decision making and control and influence.

- **Technical-functional competence**

People having a strong technical – functional career anchor seem to make career choices based on their technical or functional knowledge of the work, such as engineering and accounting. They like to become experts/specialists rather than become general managers.

- **Security**

People driven by such career anchors like to ensure security of career through compliance with organisation's prescriptions.

- **Creativity**

Such people are characterised by an overriding interest to do something new that could be identified as theirs. Such people start a new venture, work in research lab and

pilot some business venture. They choose a career less for making money than identifying them by creating something new.

- **Autonomy-Independence**

People having such career anchors seek a career that provides freedom of action and independence. Freelance writers and consultants belong to this category.

Need for Career Planning

The need for career planning is felt to:

- Attract competent person and retain them in the organisation.
- Provide suitable promotional opportunities.
- Map out careers of employees suitable to their ability, and their willingness to be trained and developed for higher positions.
- Ensure better utilization of managerial reserves within an organisation.
- Reduce employee dissatisfaction and turnover.
- Improve employee morale and motivation by matching their skills to job requirements.
- Provide guidance and encouragement employees need to fulfill their potentials.
- Achieve higher productivity and organisation development.
- *Succession Planning*

Organisations run on eternal basis. The survival and thrive of any organisation on continuous basis requires a succession of persons to fill key positions. This is done through “succession planning”. Succession planning can be defined as an executive inventory report indicating what individuals are ready to move into higher positions in the organisation. In an organisation, positions at higher levels fall vacant due to various reasons like retirement, resignation, promotion, transfer, death, etc. Therefore, the very purpose of succession planning is to identify, groom, develop and make the people ready to occupy higher level jobs as and when they fall vacant.

Succession may be from both internal and external sources. Succession from internal sources is advantageous to the organisation as well as to the internal employees. This is so because while organisation can buy employees loyalty and commitment, employees feel belongingness, and shared feelings of development along with the organisation. In order to groom internal employees to assume higher responsibilities in future, some professionally run large organisations ask their managers and supervisors to identify the internal employees having potentialities to replace them in jobs should the need arise.

However, it is necessary to allow inflow of new blood also, i.e., succession through outside talent in certain cases like when competent and qualified people are not available internally, when major expansion, diversification and growth plans are in offing. Experiences suggest that complete dependence on either internal or external

sources is not advisable to any organisation. What is often advisable in this regard is a judicial balance between the two sources should be maintained.

According to Biswajeet Pattanayak, the succession planning involves the following eight core activities:

- Analysis of the demand for executives, managers and professionals by level, function and skill
- Audit of existing executives and inventory of likely future supply from both internal and external sources
- Planning individual career paths based on objective estimates of future needs and drawing on reliable appraisal and assessment of potential
- Undertaking career counseling in the context of future requirements for executives and managers
- Accelerated promotion schemes with development targeted against the future needs of the organization
- Training and development activities to groom people for future roles
- Planned recruitment to fill short-term vacancies and provide people for development to meet future needs
- The actual process by which jobs are filled includes recruitment procedure, internal appointment procedure, methods of assessment, internal search mechanism and often, use of computer-based information systems

Definitions

- A career may be defined as 'a sequence of jobs that constitute what a person does for a living'.
- According to Schermer born, Hunt, and Osborn, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment'.
- Career planning is the process of enhancing an employee's future value.
- A career plan is an individual's choice of occupation, organization and career path.

Career planning encourages individuals to explore and gather information, which enables them to synthesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance.

Features of Career Planning and Career Development

- It is an ongoing process
- It helps individuals develop skills required to fulfill different career roles
- It strengthens work-related activities in the organization
- It defines life, career, abilities, and interests of the employees
- It can also give professional directions, as they relate to career goals

Objectives of Career Planning

The major objectives of career planning are as follows:

- To identify positive characteristics of the employees
- To develop awareness about each employee's uniqueness
- To respect feelings of other employees
- To attract talented employees to the organization
- To train employees towards team-building skills
- To create healthy ways of dealing with conflicts, emotions, and stress

Benefits of Career Planning

- Career planning ensures a constant supply of promotable employees
- It helps in improving the loyalty of employees
- Career planning encourages an employee's growth and development
- It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates
- It ensures that senior management knows about the calibre and capacity of the employees who can move upwards
- It can always create a team of employees prepared enough to meet any contingency
- Career planning reduces labor turnover
- Every organization prepares succession planning towards which career planning is the first step

Major Steps Involved In Career Planning Process

The four steps involved in career planning process are as follows:

- Analyzing employee needs and aspirations
- Analyzing Career Opportunities
- Identifying congruence and incongruence
- Action plans and periodic review.

Employees join organizations to fulfill their career goals and aspirations, on the one hand, and organizations provide them opportunities available with them, on the other. The difference between the employee's aspirations and organisational opportunities, if any, gives rise to a situation of conflict between the two. If the conflict, or say, incongruence is allowed to persist, employees experience dissatisfaction and, in turn, withdraw themselves from being actively engaged in the productive pursuits. The same underlines the need for career planning. The career planning is a process to assist the employees to achieve a better match between their career goals and the opportunities available in the organization.

The Career Planning as a Process Involves the following Steps

- **Analyzing Employee Needs and Aspirations**

Sometimes, most of the employees do not know their career anchors and aspirations. Organisations also assume the career goals and aspirations of employees which need not be in tune with the reality. Therefore, first of all, an analysis of the employee career anchors, aspirations and goals must be done through objective assessment. This assessment is based on personnel inventory. Since most employees do not have a clear idea of their career anchors and aspirations, they, therefore, need to be provided as much information about these matters as possible informing what kind of work would suit the employee most considering his/her skills, experience and aptitude into account.

- **Analyzing Career Opportunities**

Once career aspirations and goals of employee are known, there is a need to analyze various career opportunities available to offer under prevailing career paths in the organization. Career paths indicate career progression. Here also, since many employees may not be aware of their own career progression path, this needs to be made known to them. Sometimes organizations may offer career progression at a particular level for both young direct recruits and own older employees through promotions. Recognizing varying kinds of career anchors and aspirations of the two types of employees, organizations need to outline career paths striking a balance between those of internal employees with experience but without professional degree and those new recruits with excellent professional degree but lacking experience.

3. Identifying congruence and incongruence

At this stage, a mechanism for identifying congruence between employee career aspirations and organisational career system is developed. This helps identify specific areas where mismatch or incongruence prevails. This is done through relating different jobs to different career opportunities. Such a mechanism of match and mismatch between career aspirations and opportunities enables the organisation to develop realistic career goals, both long-term and short-term.

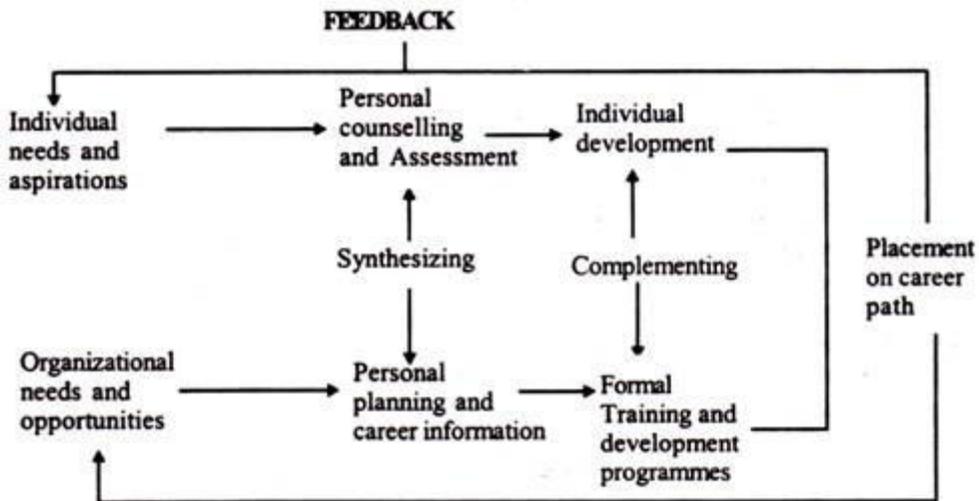
- **Action Plans and Periodic Review**

Having identified the mismatch, now it is necessary to formulate an alternative strategy to deal with the same.

Some of the Strategies Adopted by Several Organizations Include the following

- Changes in career system by creating new career paths, new incentives, and new rewards by redesigning jobs for lateral movement.
- Change in the employee's hopes and aspirations by creating new needs, new goals and new aspirations.
- Seek new basis of integration through problem solving, negotiations, compromises, etc.

After initiating these strategies, it is also necessary to review the same every now and then such a review will enable the organisation to know whether the plans are contributing to effective utilization of human resources by matching employee aspirations to job needs. This will also help the employee know in which direction he/she is moving and what kind of skills he needs to face the emerging and challenging organisational situations. Alpin and Gester have suggested a framework of career planning process aimed at integrating the individual and organisational needs. This is presented in Figure



Future of Career Planning and Development in India

In India, we do not have any empirical studies worth the name on career planning and development. New challenges such as competition, market globalization, deregulation, and TQM have now made it imperative for organizations to restructure their career planning and development programmes to retain the best talents.

Companies such as Bajaj Auto, Arvind Mills, Gujarat Ambuja, Essar Gujarat, Reliance Industries, Bombay Dyeing, Hindustan Lever, Crompton Greaves, Tata's, etc. have now brought in many perceptive changes, which can be listed as below:

- Most of the companies now consider employees as their important assets. The concept of TQM considers every employee as customers (internal) to the organization. In order to empower the employees and make them work as entrepreneurs for the organization, organizations are re-designing the career progression tracks to attract and retain the best talent. Making people psychologically prepared for ownership, some organizations are also experimenting with a flatter organizational structure with adequate decentralization.
- For manning senior executive positions, organizations are now giving more importance to knowledge than to functional skills. This, perhaps, is the only

reason for selecting people even in their early thirties for senior managerial posts.

- Organizations are now keen to get rid of those employees who have been rendered redundant due to changing requirements, by offering them golden handshakes, rather than developing these persons for better redeployment.
- Merit is now getting overriding priority over seniority. This, therefore, renders career progression paths less important. Many, however, feel that even with greater priority to merit over seniority, career progression paths do not become completely meaningless, since even for promotion by merit, the lines of progression paths are relevant. For any succession planning or promotion planning, this is still important.

In addition, organizational restructuring programmes are now rendering many employees surplus and it has become a major problem for organizations to redeploy employees in restructured jobs. Career panic has now become a global issue. Most of the organizations, fearing employee turnover, are now working on designing jobs, which can offer employees recognition, creativity (by lateral transfers, etc.), challenges, and empowerment.

Many Indian organizations have now been exposed to the problem of major restructuring to respond to the economic liberalization programmes of the government. Such programmes of the government are now compelling the Indian managers to face the challenge of competition, survive under economic uncertainty, take decisions, move quickly, shoulder the risks, improve the quality of work-life, make organizations socially more responsive and transparent, etc. Market globalization is also compelling Indian organizations to up-date their technology. Management philosophies are also constantly changing, particularly in the context of development of the concept of TQM, which inter-alia calls for employee empowerment, total participation, small group activities like quality circles, attitudinal change of the managers cutting across structural barriers, etc.

Change in public policies, increased consumer awareness, increased social and institutional requirements (pollution control, etc.), labour relations, etc. are also compelling organizations to introduce management development programmes for their managers and executives for renewing their knowledge and skills. The primary objective of the management development programme, therefore, is to make the executives and managers vis-a-vis the organizations socially responsive and managerially competent to survive in an atmosphere of uncertainty.

All these, therefore, now require Indian organizations to focus on the following important issues:

- To make available managers and executives with the requisite knowledge and skills to meet the present and anticipated future needs of the organizations

- To encourage managers to develop their full potentiality for handling greater responsibility
- To improve the functional competence of the managers, making them more transparent and responsive to the changing needs of the organization
- To sustain good performance of the managers throughout their career and to prevent them from developing managerial obsolescence
- To develop managers for higher assignment, duly replacing the elderly executives

Independent of managerial levels and the nature of organizations, in India we lay stress on the following aspects in managing people:

- Attitudinal change
- Behavioural change
- Change in knowledge and skills
- Change in performance
- Change in desired operational results

Personal characteristics, level of intelligence, and the learning efforts of people at different managerial levels being different for each level, there exists different sets of objectives, which an organization should strive to achieve.