

Course Outline: CAREER MANAGEMENT #4430

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(Please make an appointment in advance if possible)**

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COURSE DESCRIPTION:

Many of you are at an important stage of your careers, about to embark on an important career transition and/or planning for your future career path outside of university. You will develop your careers in a rapidly changing environment. You may change your career direction several times and you will likely have more career opportunities than previous generations did. While organizations may still help you manage your career, more and more is expected from you.

This course is designed to help **you** understand careers better as organizational phenomenon by combining several methods. You will be exposed to most important career theories and research in this field and you will engage in extensive use of the case method. To further increase your competence in managing careers and to maximize your learning experience you will be asked to complete several exercises, engage in group discussions. The goal is to examine and develop necessary skills understand **career** more effectively.

COURSE GOALS:

1. To understand and be able to apply current career theories and research in understanding the role of career in people's lives.
2. To become familiar and aware of basic types of career forms, from the traditional organizational career to more contemporary mobile and boundaryless careers.
3. Use career cases (mini and longer cases), class instruction, self-assessments as well as peer coaching as tools to better understand your own career and develop skills to analyze, plan and take career action.
4. To learn more about yourself and understand implications of the changing context in which our careers develop on your professional and personal lives.

REQUIRED TEXT:

1. Inkson, K., Dries, N., & Arnold, J. (2015), *Understanding Careers*, Sage Publications. (available in York U bookstore)

Any additional readings students will be given references to search on their own or will be posted on the course website.

Please note that this is term S1 course and the last date to drop course without receiving a grade is June 1st2020.

COURSE CONTENT & CLASS SCHEDULE:

NOTE: Please note that this schedule is subject to minor changes. The instructor reserves the right to add an additional reading for a specific class if he/she deems it necessary for better understanding of the topic or to make minor changes to the sequence of readings. These changes/readings will be announced in advance and often distributed in class and/or posted on the intranet. It is your responsibility to keep on top of the readings.

Session	Topic	Readings / Self-Assessments /Discussion Topics
1 May 5	Course Introduction: Defining ‘careers’ through metaphor Chapter 1	Chapter 1
2 May 7	‘Careers in Context’ (from the previous edition, will be posted online) & ‘Careers as Inheritance’	Chapter 2 & 3 Mini assignment class discussion 1: Finding evidence of Careers as Inheritance and/or Careers in Context in a career story of a <i>Famous CEO</i> Students can present an informal individual presentations about their preliminary findings for CEO of their choice (a part of participation grade)
3 May 12	‘Careers as Cycles’	Chapter 3 Case: TBA
4 May 14	‘Careers as Action’	Chapters 4

		<p>Case: TBA</p> <p>* NOTE: final list of team members due</p>
<p>5 May 19</p>	<p>‘Careers as Fit’ ‘Careers as role’</p>	<p>Chapter 5 & 7</p> <p>Mini assignment class discussion 2: Finding evidence of Careers as fit in a career story of a <i>Famous CEO</i></p> <p><i>Time in Teams</i></p>
<p>6 May 21</p>	<p>MIDTERM TEST & *Teams e-mail Prof. their TEAM Progress Reports</p>	
<p>7 May 26</p>	<p>‘Careers as Relationships’</p> <p>Job Search & Networking</p>	<p>Chapter 8</p> <p>Case: TBA</p> <p>Famous CEO assignment due</p>
<p>8 May 28</p>	<p>‘Careers as Resources’</p>	<p>Chapter 9</p> <p><i>Article:</i> Inkson, K., & Arthur, M. B. (2001). How to be a successful career capitalist. <i>Organizational Dynamics</i> , 30 (1), 48-61.</p> <p>*Project Presentations Day 1</p>
<p>9 June 2</p>	<p>‘Careers as Stories’ Telling stories to others</p>	<p>Chapter 10</p> <p>Case: TBA</p> <p>*Project presentations Day 2</p>
<p>10 June 4</p>	<p>Career in Practice + Organizational career management (from the previous edition, will be posted online)</p>	<p>Chapter 11</p> <p>Case: TBA</p> <p>*Project presentations Day 3</p>

11 June 9	Career counselling and metaphor	Chapter 12 Case: TBA *Project presentations Day 4
12 June 11	*Project presentations Day 5	
13 June 16	Study day (TBA)	
June 17-19	Possible exam dates	

STANDARDS OF PERFORMANCE:

This course will involve lectures, discussions, self-assessments, class exercises, and video presentations. This is a highly interactive course and every class will require the student's active participation in **ALL** class activities. It is expected that the student will attend every class on time and stay for the entire session. **It is expected that the student will have completed the assigned readings, self-assessments and other preparation prior to class** so that the student can be actively involved in class exercises, peer-coaching and discussions.

GRADE EVALUATION:

- **Midterm: 15% (multiple choice questions/true of false)**
- **Team project: 30% (15% Presentation & 15% Written Team Report)**
- **Participation: 20%**
- **(including mini case presentations; career stories, articles; theory presentations)**
- **Famous CEO Exercise: 20%, May 26th due**
- **Final exam (open-book case analysis): 15%**

Midterm Test	15%	The midterm examination will be held during class time. It will include <u>all material</u> covered in classes up to that day and including all readings and exercises completed so far. Once marked, professor will not remark the test – should you have any questions regarding your mark, you should contact me (and provide your questions in writing) any time between 1 day after I return the tests and no later than a week after you receive your test back.
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Team Project	30%	<p>Students will be divided into groups. Presenting groups will be allocated a case study which focuses on the theme covered in a specific lecture. They will be expected to present the case study to the rest of the class (15%). The presentations should draw on the theory covered in the respect class and have the following structure:</p> <ul style="list-style-type: none"> ▪ Overview ▪ Use of theory ▪ Identification of problem ▪ Recommendations ▪ Risks and Contingencies ▪ Group Dynamics, Presentation Style & Time Keeping <p>Case presentations should be a maximum of 30 minutes followed by 15 minutes Q & A (45 minutes total). All members of the presenting group will be expected to participate and/or contribute to the presentation. Additionally, a written report will be handed to the professor on the day of presentation (15%). For the report see the instructions below.</p>
Participation: Organization analysis Class discussions attendance, & presentations.	20%	<p>You will be expected to attend all classes and actively contribute to our class discussions. <u>First class is especially imperative to attend in order to understand the structure of this course and deliverables.</u> However, attendance only will not be enough. Your meaningful participation will improve the quality of this course and it is an essential part of your learning process. In order to actively participate in discussions, you are expected to read the material in advance. Class participation is evaluated on regular basis.</p> <p>As part of your participation, each student will volunteer and present an informal individual presentation. Sign-up sheet and more info on this will be given in Class 1.</p> <p>Finally, the professor will provide plenty of additional participation options in each class (Case presentations, article presentations, current events) and <u>you are expected to volunteer for these throughout the term.</u></p>
CEO career exercise (20%)	20%	<p>You will be analyzing a career of famous CEO of your choice using metaphors of careers: career as inheritance, career as fit, careers as roles. CEO exercise and your initial ideas will be discussed in Class 2 & 5 and a final copy is due May 26th. Please see additional info on this component at the end of this outline.</p>
In class exam case analysis (open-book)	15%	<p>In-class exam (open-book) will include case analysis on the basis of material presented in the course. No additional materials beyond the course will be required. Case analysis will require application of course material and theories.</p>

exam)		The exam will be held during the regular exam time.
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Mid-term test (15%)

The midterm examination will be held during class time. It will include all material covered in classes up to that day and including all readings and exercises completed so far. Any student missing this exam, for **ANY REASON** will have the weighting transferred to the final.

Team Project (30%)

Group Project for Career Management ADMS 4430:
Case presentation and Case Report Assignment (group work)

Component I (15%): Case Class Presentation

You may choose any format you would like to pursue (e.g., video recording of the interview, music, a comic skit, or simply do a professional power point presentation). These are only some ideas, but you can create your own presentation strategy, it must contain key findings from your written report. Whichever technique you choose to pursue should reflect your message. What is it that you learned and what would you like your audience to learn about that particular job/occupation you explored? Spend time on preparing your presentation – it is an important part of your project. Make sure you are ready to entertain questions from the audience at the end as well. These should be 15minutes in length + some time will be reserved after that for Q&A from the audience.

Groups will be expected to present the case study to the rest of the class. The presentations should draw on the relevant readings and ideas and have the following structure:

- Overview of situation and context
- Identification of problem
- Proposed solutions or recommendations
- Risks and Contingencies

Presentations should focus on incorporating conceptual and theoretical issues. Generally groups should assume that they are in the role of ‘consultants’.

Component II (15%): Case Report Assignment (1 report per group)

Your objective is to understand the issues and the whole situation demonstrated in the case. You will need to carefully examine all the aspects of the case and find a

solution. A case study analysis requires you to investigate a business problem, examine the alternative solutions, and propose the most effective solution using supporting evidence. Before you begin writing, you need to follow some guidelines to help you prepare and understand your case better. This assignment should help you to use business concepts and theories that are part of your course work.

To prepare the case you will need to perform the following steps:

1. Read and Examine the Case Thoroughly

2. Focus Your Analysis

- Identify two to five key problems.
- Why do they exist?
- How do they impact the organization?
- Who is responsible for them?

3. Uncover Possible Solutions/Changes Needed

4. **Select the Best Solution:** think what strong supporting evidence you have, think which theory you could apply, and think whether your solution is realistic?

Layout and Content of the Final Case Report:

Once you have gathered the necessary information, a draft of your analysis should include these general sections, but these may differ depending on your assignment directions or your specific case study.

Your **written report** should be no longer than **10 pages**, double-spaced, with numbered pages, 1 inch margins and font Times New Roman -size no smaller than 12-point. The title page, references and appendixes (if any) *do not* count in the page limit. Please use APA citation style.

Remember that one of the objectives of this project is to **apply theories/concepts/ideas from the class** and the text to a real-life case study. You may need to look over those topics/chapters coming up in order to use some of that material later in the course as well. *One of the things that you will be graded on is your ability to APPLY course material in your project, so make sure that your report refers to these concepts.*

Your final assignment should include, but not limited to, the following sections:

1. Introduction

- Identify the key problems and issues in the case study.
- Formulate and include a thesis statement, summarizing the outcome of your analysis in 1–2 sentences.

2. Background

- Set the scene: background information, relevant facts, and the most important issues.
- Demonstrate that you have researched the problems in this case study.

3. Evaluation of the Case

- Outline the various pieces of the case study that you are focusing on.
- Evaluate these pieces by discussing what is working and what is not working.
- State why these parts of the case study are or are not working well.

4. Proposed Solution/Changes

- Provide specific and realistic solution(s) or changes needed.
- Explain why this solution was chosen.
- Support this solution with solid evidence, such as:
 - Concepts from class (text readings, discussions, lectures)
 - Outside research
 - Personal experience (anecdotes)

5. Recommendations

- Determine and discuss specific strategies for accomplishing the proposed solution.
- If applicable, recommend further action to resolve some of the issues.
- What should be done and who should do it?

Finalizing the Case

After you have composed the first draft of your case study analysis, read through it to check for any gaps or inconsistencies in content or structure:

- Is your thesis statement clear and direct?
- Have you provided solid evidence?
- Is any component from the analysis missing?

When you make the necessary revisions, proofread and edit your analysis before submitting the final draft.

Participation (20%) for Career management 4430 explained:

- Your participation consists *first and foremost* of **active class contribution** and meaningful engagement in class discussions.
- In addition, as part of your participation mark, each student will present his /her mini Career Story (3-5min pres.) on the date they signed up for (sign-up sheet given in class 1). More information on this will be given in Class 1.
- As part of your Participation, and to further enhance your chances of doing well in this course, you will be expected to volunteer in any given class to present additional cases/articles/readings or theories where professor will ask for student contribution and participation. These will be short presentations prepared for the following class, once you agreed on the material with the professor.

CEO career exercise (20%)

In Class 2 as we start learning about the first 2 career metaphors (Careers in Context & Careers as Inheritance) and before coming to class you are to research at home CEO of your choice, and bring to Class 2 a brief summary of his/her career. In Class 2 we'll discuss some of your choices and try to identify ways that these 2 metaphors may apply to the person of your choice. In Class 5 we will continue doing this activity but with career as roles and careers as fit. You are to hand in a final copy of his exercise – which is a 2 -3 double page summary of how **you applied these metaphors** to the life/career of the person you chose (May 26th).

In Class 1: Instructor will answer any questions you may have on each of the components described above, **thus it is absolutely imperative to attend first class of this course.**

FINAL: Open-book case analysis 15%

During your final exam you will be examined on your ability to understand the key concepts, know concept definitions; present ideas in an organized manner as well apply material to the case you will be given.

One day before the exam (schedule will be made early in the course), the case will be posted on the course website. Students are expected to read the case and be ready to apply material of the course. During the exam students will be given specific questions asking to apply a variety of theories or approaches.

ATTENDANCE AND GROUND RULES

- Students should attend all class sessions. As examinations are based on material covered in class as well as other material, failure to attend class will likely result in poorer performance.
- Students are expected to be in class on time. Persistent late arrival will impact participation grade.
- There will be no eating in class. Any student arriving in class with lunch/dinner etc will be asked to leave and not allowed to return.
- Students who want to sleep or talk about things unrelated to the course should avoid this activities.

Examination and Participation Policy

Examination results and the quality of assignments will determine the student's grade. It is expected that the student will write the midterm and final examinations on the scheduled day, time, and location. There will be no make-up exams. The student will be assigned mark of 0 for missing the midterm test.

The only exception to the above rule may be granted in case of serious illness or extenuating circumstances at which time students are asked to notify the professor immediately and extensive written proof of the situation (valid doctor's note etc.) will be required. In these cases, as decided by the professor, the student may be allowed to

redistribute the mark to the final exam (i.e., the final will be worth 50%). However, for your own benefit, these cases are rare and highly discouraged.

It is expected that the written portion of the team project will be turned in on time. Projects handed in past their due date will be assigned a penalty of (3%) per day late and assignments will not be accepted if more than 5 days late.

The professor will re-review graded work if appealed. However, students should be aware that grades could be lowered as well as raised or remain the same. No projects will be accepted by Fax. The professor will hold office hours and follow the class schedule. However, the professor reserves the right to change or alter office hours or the syllabus schedule with ample notice to the students.