CAREER MANAGEMENT
COURSE SLIDES SHOULD BE READ TOGETHER WITH THE
COURSE TEXT:
Inkson, K., Dries, N., & Arnold, J.
(2015), Understanding Careers, Sage Publications. (available in York U bookstore)
Course instructor: Viktoriya Voloshyna
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CAREER MANAGEMENT AP/HRM 4430 B

Course instructor(s): Viktoriya Voloshyna
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Course webpage:

<mark>**Technical requirements for taking the course**</mark>: In order to fulfil requirements of this course you will need a computer and an access to the Internet. You are expected to have stable Internet connection (more or less). You will be required to participate in scheduled group presentations, to collaborate with your group members on group assignments, and join online class forum for your participation grade. Thus ,you are expected to participate in the course 1) through video conferencing and 2) note that you will be appearing on video (e.g., group presentations or weekly meetings and consultations).

Here are some useful links for student computing information, resources and help:
Student Guide to Moodle
Zoom@YorkU Best Practices
Zoom@YorkU User Reference Guide
Computing for Students Website
Student Guide to eLearning at York University

To determine Internet connection and speed, there are online tests, such as Speedtest, that can be run.

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 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 <u>additional readings</u> students will be given references to search on their own or will be posted on the course website.

<mark>Organization of the course</mark>
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.

IMPORTANT: Please note: The following course has both synchronous and asynchronous elements. We will have **optional** online meetings such as virtual office hours and online consultations (see above). In addition, this course assumes that the submission of assignments, participation/discussion and test-taking, will take place on the course's platform. HOWEEVR, THER WILL BE 1 GROUP PRESENTATION (SEE THE COURSE CONTENT PART) THAT WILL BE HELD THROUGH THE VIRTUAL MEETING SCHEDULED. ONLY 3 DAYS THAT YOU NEED TO SHOW UP FOR PRESENTATIONS VIA ZOOM. INVITATION WILL BE SENT TO YOU VIA EMAIL.

NOTE: this course does not have a a predetermined schedule. This course is divided into 2 modules. Module 1 should be completed before the midterm exam. Module 1 has 5 major topics and they should be completed before the midterm. Although the order of the topics does not matter I strongly suggest you to follow the order they are posted on Eclass. You should begin the course in Module 1, and complete it before moving onto the next module. The module 2 has another 5 major topics that should be completed before the final exam. The topics within the modules have been organized in a sequential order, so that you enhance career theories and management knowledge as you move from one topic to the next. While you can complete the modules at your own pace, a suggested timeline for completing the course has been provided in the schedule of readings and activities.

For each module and topics, there is a series of assigned readings that must be completed. To help you make sense of the assigned texts, each text is accompanied by PowerPoint presentation and extensive notes as well as by a set of guided reading questions and videos.

- I encourage you to begin each module by first attempting to read the assigned text by yourself. Afterwards, please read lecture and notes as well as watch videos posted as part of your slides as additional material.
- The next step is to answer the guided research questions. The guided reading questions will orient your focus to the major concepts, ideas, theories in the assigned reading.
- I left small icons* (see below) for you to be able to read and understand what is required from you to do with the assigned material. Addressing questions and videos is extremely important for your understanding the material of the course. You will have until the end of each module to complete and submit all work for that module. You are encouraged to submit your assignments before the final due dates listed in the schedule of readings.

Course readings
[Copyright Support staff are available for helping instructors link treadings to York University's e-resources at copy@yorku.ca. Please also visit the York Bookstore webpage for ordering e-books and for the free shipping of course books/kits to students with a Canadian address.]

ICONS TO HELP YOU TO READ MORE EFFECTIVELY

An activity that might require a bit of writing

'Think on your own' and try to answer questions

An example that might require reading and reflection

Read a case from the book

There is a definition that requires attention

There is a video that requires watching and reflection

Readings and course schedule

MODULE 1	TOPICS	Activities
1	**COURSE INTRODUCTION: DEFINING 'CAREERS' THROUGH METAPHOR** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore), Chapter 1	
2	**CAREERS AS INHERITANCE** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore), Chapter 3 **Readings for online discussion** "From drop-out to entrepreneur " (small case will be posted on Eclass under class discussion readings) Forret, M. L., & Sullivan, S. E. (2002). A balanced scorecard approach to networking: A guide to successfully navigating career changes. *Organizational Dynamics*, *31*(3), 245-258.	
3	**CAREERS AS CYCLES** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore), Chapter 4 **Readings for online discussion** A) HBR case: Sophia Tannis: life choice	
4	**CAREERS AS ACTION** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore), Chapter 5 **Readings for online discussion** A) HBR article: Reaching your potential	

5	**CAREERS AS FIT** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore), Chapter 6 **Readings for online discussion:** Hall, D.T. & Chandler, D.E. (2005) Psychological Success: When the Career is a Calling, Journal of Organizational Behaviour 26, pp155-176 Read information about Schein's 'Career Anchors' on http://www.careeranchorsonline.com/SCA/about.do?open=prod *MIDTERM &* **Teams e-mail their TEAM Progress Reports**	
6	**CAREERS AS ROLES** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore) Chapter 8	
7	**CAREERS AS RELATIONSHIPS** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore) **Chapter 9**	
8	**CAREERS AS STORIES' TELLING STORIES TO OTHERS** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore) **Chapter 11**	
9	**CAREER SELF-MANAGEMENT** **Readings:** Inkson, K., Dries, N., & Arnold, J. (2015), Understanding Careers, Sage Publications. (available in York U bookstore), **Chapter 12** Please also watch Steve Jobs' Stanford Speech from 2005 on You Tube before online discussion: http://www.youtube.com/watch?v=D1R-jKKp3NA	

10	**CAREERS AS JOURNEYS** **Readings:** Inkson, K., Dries, N., & Arnold, J. (Previous edition), Understanding Careers, Sage Publications. Chapter 7 **Project presentations and written reports**	
11	**ORGANIZATIONAL CAREER MANAGEMENT** **Readings:** Inkson, K., Dries, N., & Arnold, J. (Previous edition), Understanding Careers, Sage Publications. Chapter 14 **Project presentations and written reports due**	

COURSE EVALUATION
- **Midterm: 20%**
- **Team projects: case analysis 30% (written group report and group presentation)**
- **Participation: 20%**

(Every week online discussion will be scheduled to discuss mini cases from the book, as well as career stories, articles and basic theories)
- **Final assignment: 30%**

Midterm Exam	20%	The midterm examination will be held May 28th (Time TBA). It will include <u>all material</u> covered in classes up to that day and including all readings and exercises completed so far. Format of the exam TBA.
Team project	30% in total that include: 15% written group report and 15% group presentation	Students will be divided into groups via Eclass portal. 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 their instructor via Zoom. The presentations **should draw on the theory covered** in the respect class and have the following structure:

		- Overview - Use of theory - Identification of problem - Recommendations - Risks and Contingencies - Presentation Style & Time Keeping Case presentations should be a maximum of 30 minutes. All members of the presenting group will be expected to participate and/or contribute to the presentation. Please note late submission of assignments will incur a penalty (up to 3 days – 5%; 4-7 days 10%, no assignments will be accepted after the 7th day and will result in a failing grade)
Participation: on line class discussions	20%	You will be expected to participate actively contribute to our class discussions that well scheduled online every week. You are required to post and moderate discussion on 1 major topic of your choice. In addition, you are required to post three replies. The quality of posts and replies will be evaluated.
Final assignment	30%	You will be asked to write an essay <u>requiring reflection on your personal experience/future career aspirations</u>. The question will draw on <u>all of the course content</u>. Please note late submission of assignments will incur a penalty (up to 3 days – 5%; 4-7 days 10%, no assignments will be accepted after the 7th day and will result in a failing grade)

Mid-term test (20%): The midterm examination will be held during the scheduled 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.

Case presentation and Case Report Assignment (group work)
Component I (15%): Class Presentation (ZOOM)

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

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. The presentations should answer the question set and draw on the theory covered in the course. 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, 1inch 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.
Submission.
The report should be in electronic format, and submitted to the course portal on the day of your presentation no later than 11:5You will 9 pm. Please note late submission of assignments will incur a penalty (up to 3 days – 5%; 4-7 days 10%, no assignments will be accepted after the 7th day and will result in a failing grade)

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 what is wrong**
   - 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 Recommendations**
   - 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)
  - o Determine and discuss specific strategies for accomplishing the proposed solution.
  - o If applicable, recommend further action to resolve some of the issues.
  - o 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.

Case presentation evaluation sheet (55 marks and 15% of the total course weight)

Overview of case (5)	
Identification of the problem (10)	
Use of theory (15)	
Recommendations implementations (10)	
Risks and contingencies (10)	
Presentation style (5)	**Timing, slides formatting, clearness and logic**
Total out 55	

Participation

- Participation: 20%
- Every Tuesday during the day I expect that you will be participating in discussion, you may choose the week you want to moderate this discussion as well as participate in it; 3 major posts and 1 discussion moderation is expected from each student. Participation will be graded on the basis of quality of your posts and moderation.

- Your participation consists *first and foremost* of active online class contribution and meaningful engagement in online class discussions.
- As part of your Participation, and to further enhance your chances of doing well in this course, you will be expected to volunteer in online class discussion that will be maintained during the .
- You will need to moderate 1 major group discussion and make 3 additional posts based on cases/articles/readings

Final assignment

The final assignment will be focusing on your future career trajectory. You need to select a job or position that you plan to achieve the next 2-3 years. The advertisement should be submitted along with your assignment.
Part 1) You need to explain why you have selected this particular position? What has influenced your choice, please refer to course concepts and theories to explain your 'knowing why'. You need to describe how your knowing why corresponds with the job or position you have chosen. You need also explain why this job fits you, what issues play careers as roles, and what about career anchors, or inheritance etc? These are just examples but you need to think what will drive your career choice using the themes and theories we have covered throughout the course. **You don't have to include 'everything' but be sure to explain yourself fully.**
Part 2) In the second part of your assignment you need to elaborate on what you intend to do during the next 2-3 years to achieve this position. Thus, you need to describe your knowing 'whom' and 'how'. Think about how you will build your networks, what roles you will need to fulfill to get closer to your dream-job. You need to include only those themes, concepts, theories and ideas that will be the best to assist you on your career way.

The final exam assignment will be evaluated on the basis of you abilities to apply theories and metaphors. The assignment should include APPROPRIATE theories demonstrating an ability to in-depth analysis. The assignment should be in 12 font, 1.5 line spacing, up to 8 pages (without referencing and the job advertisement). The assignment should be submitted to Eclass. Please note that penalty will be incurred for the late submission, up to 3 days – 5%; 4-7 days 10%, no assignments will be accepted after 7th day.

Academic honesty and integrity
In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the Senate Policy on Academic Honesty.

Course information
All students are expected to familiarize themselves with the following information:
- Student Rights & Responsibilities
- Academic Accommodation for Students with Disabilities

- [For more language on course information, please consult the [Important Course Information document](.]