FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2019

CAREER MANAGEMENT AND DEVELOPMENT (CMD812S)
TEST 1 2019 MEMORANDUM
Question 1:

Explain in your words own the following career development and management concepts:

- **Employability**

**ANSWER:**

The individual’s or one’s capacity and willingness to become and remain attractive in the labor market, or a person’s value in terms of future employment opportunities or a person’s capabilities to be successful in a wide range of jobs (job match employability).

- **Composite career**

**ANSWER:**

Having more than one job or having more than one forms of employment.

- **Protean career**

Career shaped or crafted by oneself. It is composed of one’s various experiences in education, training and working in several organisations as well as experience in
changing jobs. It is characterized by a high degree of movement from one job to another, self-reliance and internal career thinking.

- Entrepreneurial career

Establishing one’s own business as a form of career, or self-employment.

- Career resilience

  ANSWER:

  The ability to adapt to changing situations in one’s job and in the workplace by welcoming organizational changes and looking forward to working with new and different people in new circumstances, and having confidence and willing to take risks. (10)

Question 2:

Discuss briefly the meaning of work in eras listed below.

- Pre-industrial era

  Work seen as drudgery; Greeks and Romans – work as a burden contaminating the mind; manual labor meant for slaves; Hebrews – drudgery and payment for sin to regain spiritual dignity; Early Christians – work as charity; Catholics – work as expiation, charity and purification; Luther – work as noble, man has to serve God-building His kingdom; Persia – work seen as virtuous I conquest of good over evil – necessary in keeping land fertile, acquiring of property and providing shelter for man, woman, child, cow and dog. Work instrumental in spiritual and character development. Muslims believed work afforded man to make an honest living not to beg; Japanese based meaning of work afforded man to make an honest living not to beg; Confucian – sense of fulfilment from work to attain common purpose. Europe after Renaissance work constituted progress, success or failure and regarded as the reason for all progress.

- Industrial era

  Associated with extensive division of labor, fragmented work tasks-mechanistic, and repetitive functions negatively affecting workers affection of work; work associated with long working hours; decline in will to work in people.

- Post-industrial era, and

  Work focusing on information; work associated with producing ideas in offices; rapid increase in technology-computerization and communications and diversity in the workplace; there are various possibilities and choices; employees considered more enlightened (Self-actualisation; hedonism; entitlementalism; anti-production; anti-authorititarianism are five characteristics found in workers).
• 21st Century

No boundaries; service-driven; technology intensive work environments. Meaning of work is a socially constructed and dynamic and fluid expressing itself through lenses of job meaning; work is given role meaning and self-meaning from a workplace social context. (10)

Question 3

They say that values influence the meaning of work these days. Imagine that you have the said values in your work/from your job. Identify and discuss how these influence your own meaning of work.

Advancement – people placing more value in achievement; upward mobility; making progress; development; status and power. Value the job because it affords them all these – workers motivated by these benefits and are success oriented; work hard and long hours to achieve these.

Autonomy – people valuing not being macro-managed; valuing having the freedom to decide on methods of how to complete tasks; latitude to organize their life is very important to them; free of organization constraints to pursue professional and technical competencies. People have self-directedness and can thus self-actualise and are free to pursue leisure.

Economic/material rewards – People valuing work that affords them the ability to acquire property and thereby afford them job security; people appreciating a job with as good salary and good working conditions – amount money earned valued and as such job considered very important; jobs searched for are the ones that offer financial gain and always ask for salary raises and change jobs for those paying higher salaries.

Social values – valuing jobs that make them develop relationships with other; jobs in which people end up having concerns and welfare for other people or preserving the welfare of people. Jobs in which a sense of belonging and work family is built.

Workplace spirituality – employees having an inner life that is nourished by meaningful work taking place in the context of community; working helping workers understand who they are; making workers feel proud of the contributions they are making; making workers go on a spiritual journey in which they seek to know their true selves through searches for higher purpose providing meaning to their lives. (15)

Question 4:

There marked differences between modern and traditional workplaces which influence or influenced the course in which people took their careers. Compare and contract at most eleven (11) differences between traditional and modern workplaces (15).

The differences are illustrated in a table given below but students are expected to express themselves in essay form.
<table>
<thead>
<tr>
<th><strong>Traditional workplace</strong></th>
<th><strong>Modern workplace</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable environment, protected markets</td>
<td>Dynamic, competitive environment, global, unprotected markets.</td>
</tr>
<tr>
<td>Production driven</td>
<td>Service driven, technology intensive</td>
</tr>
<tr>
<td>Mechanistic, product, functional, divisional structures</td>
<td>Flat, network, cellular organization structures</td>
</tr>
<tr>
<td>Hierarchical, multiple management levels</td>
<td>Flat, network, cellular organization structures</td>
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<tr>
<td>Seniority-based, time-based promotions</td>
<td>Knowledge and information technology-driven learning organization; promotions on merit</td>
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<tr>
<td>Command/centralized management style</td>
<td>Bottom up approaches used</td>
</tr>
<tr>
<td>Uni-directional career movements (Linear)</td>
<td>Boundaryless/protean careers – cellular</td>
</tr>
<tr>
<td>Organization responsible for career planning and development</td>
<td>Individual responsible for own career planning and development -protean</td>
</tr>
<tr>
<td>Lifelong loyalty and employment of individual to organization</td>
<td>Diminishing loyalty to organization</td>
</tr>
<tr>
<td>Job security for life</td>
<td>Protean careers and a lot of mobility</td>
</tr>
<tr>
<td>One or two career choices at early career stage</td>
<td>Repeated career choices at different stages.</td>
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</tbody>
</table>