

Victoria Management School

MGMT 410 - Special Topic: Career Management

First Trimester 2006

COURSE OUTLINE

Contact Details

Course Coordinator

Professor Kerr Inkson

Room RH 920

Phone: (VUW) 463 8086 (U. of Otago) 03 479 4024

Email: kinkson@business.otago.ac.nz

Class Times and Room Numbers

Professor Inkson will be based at the University of Otago, where he is Adjunct Professor of Management, and will teach the course on a modular basis. At each module, reading and assignments will be set for the next module, and Professor Inkson will keep in touch with students as desired by email. The timetable of formal classes will be as follows (all sessions 2.40 -5.30 p.m. on a Wednesday and 9.30 a.m. – 12.20 p.m. on a Thursday) in **room RWW 224**.

Weds 8 - Thurs 9 March. Introduction to course.

Weds 22 - Thurs 23 March: Career theory module (1).

Weds 5 - Thurs 6 April. Career theory module (2).

Weds 26 - Thurs 27 April. Career case study module.

Weds 17 -Thurs 18 May. Career applications module.

Course Objectives

To enable you (the student) to:

1. Understand a range of current academic theories and research on careers, how careers work in people's lives, and how careers can be managed, by society, by organisational managers, and by people themselves.
2. Be familiar with different types of career, including traditional organisational and occupational careers as well as the increasingly common mobile, boundaryless, portfolio, project, and entrepreneurial careers.
3. Become aware of the effects of ongoing changes in the context of careers (e.g. globalisation, political and economic change, information technology, business restructuring) on the nature of careers.
4. Analyse career case studies; and learn how to learn from the careers of others.
5. Think about your own career, learn more about yourself and the world of work relevant to your career, and develop skills in career analysis, planning, and action.

Course Content

The course will consist of 10 three-hour sessions, in five modules, as outlined above. All modules will assume pre-reading by students. I will expect participation by students, in the form of asking and answering questions, and discussing case studies. I may call on students by name to participate.

A key element in the course will be the analysis of 'career histories'; that is written accounts of actual careers. A number of career histories will be provided, many of them taken from the book *The New Careers*, by Arthur, Inkson, and Pringle, which is on reserve in the library, and which includes interpretive material on many of the cases.

Reading

Pre-reading by students is essential. At the beginning of the course I will make available copies of my textbook, K. Inkson, *Understanding Careers: the Metaphors of Working Lives*. Thousand Oaks, CA: Sage Publications, 2006. which provides a multi-perspective framework for the study of careers. *Understanding Careers* will not be published until June 2006, so a pre-publication version will be provided to each student. As pre-reading for each module, further specific papers may be provided. *Understanding Careers* includes several hundred additional references, and students are expected to read widely around the topic.

Assessment Requirements

- Essays (one due **23 March** worth **10%**, one due **27 April** worth **20%**) total **30%**.

(These assignments must be handed in to the course coordinator at the *beginning* of the class on the due date).

- Case analysis due **25 May**, worth **30%**. This will consist of a case career history of someone at least 40 years old and a theoretical analysis of the case.

(This assignment should be sent to the tutor by email, to reach him not later than 4 p.m. on the due date).

- Critical review OR class test **early June**, worth **30%**. Students will be expected to choose one of these options by the May module. The critical review will be an original review of a major area of career studies, on a topic agreed in writing with the course coordinator. The exam will be a traditional essay-type examination which will include at last one case analysis.

(Dates, exam venue, and method of submitting reviews to the course coordinator will be determined at a later date)

- Class contribution **10%**.

(This will be notified to students by email shortly after the conclusion of the last class session.)

All Hand-Ins should include on the front page your name, the course name, and a word count. You should also put page numbers on each page, use in-text referencing and include a list of references at the end. Preferred referencing style is APA system.

You should prepare two copies of each hand-in and keep the second copy for their own reference. You should also keep an electronic copy of your work.

Late Assignments

Late assignments should be sent to the course coordinator by email at his University of Otago address. In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with Professor Inkson prior to the deadline date.

Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.

Mandatory Course requirements –

Attendance of at least 8 out of the 10 class sessions

Completion of all the course assignments

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading:

A+	85% or over: excellent performance in all respects
A	80-84%: excellent performance in almost all respects
A-	75-79%: excellent performance in many respects
B+	70-74%: very good, some aspects excellent
B, B-	60-69%: good but not excellent performance
C+, C	50-59%: work satisfactory overall but inadequate in some respects
D	40-49%: poor performance overall, some aspects adequate
E	Below 40%: well below the required standard
K:	Failure to achieve mandatory course requirements.

Communication of additional information

An e-mail class list will be created at the beginning of the course. All announcements will be sent to the e-mail address provided. Please inform the course coordinator of any changes to your e-mail.

Rationale for the Course

Academic

A career can be defined as “the development of a person’s work experiences over time”. Careers are fascinating phenomena for interdisciplinary study, because of the intersection of so many of societal phenomena. For example, many sociologists believe that careers are largely a product of social structural forces such as social class, education, ethnicity and gender. Psychologists are more likely to see careers as patterns of personal development or as processes of fitting people into the right slots for them. HRM theories see careers as pathways through organizations which can be made mutually beneficial to the employer and the individual. Counsellors stress processes of empowerment through which people can learn about themselves, learn about the world of work, and optimise the use of their potential. And how far the work career can be separated from, or is closely integrated with, a person’s non-work and family life is much debated. Thus, career studies is an area of considerable academic debate.

For the student

If you haven’t yet started your career, you will do soon. And you will do so in a rapidly changing world. Your career will be less predictable and secure than those of your parents. But you will also have career opportunities that previous generations would not have dreamed possible. In your career, you will most likely work in at least ten different organizations, and in at least three distinct occupations, some of them completely unconnected with your initial qualifications. You will probably be made redundant at least once. You will probably spend periods of your career in part-time work, self-employment, multiple jobs, and at home looking after your family. You will probably work overseas for at least a period. You will be expected to look after your own career – your organizations won’t do it for you. In such an environment, learning how careers work and how to navigate your way through them and be successful and happy in them becomes an important skill.

Fortunately, the topic of career studies provides many different ideas, practices, and models to enable you to build your career on good understanding. It also provides opportunities for increasing understanding of one's own career potential and of the world of employment and self-employment. The course will extend beyond an understanding as to how careers function, to practical ideas on how to build a worthwhile career among today's new challenges.

Careers are exhilarating, careers are fun! Careers provide many of us with our main sense of identity, our greatest personal fulfilment, even our 'peak experiences'. If you go about this course in the right way, you may be able to think about your own career in new ways, and turn the next few years at least into a more satisfying and worthwhile experience.

For management

Organisations invest major resources in their staff, particularly their professional and managerial staff, and look for a *long-term* return on this investment in terms of employee loyalty, commitment, and growth of the human capital that each employee represents. At the same time, the evidence suggests that the layoffs of the last 20 years have damaged loyalty, that many employees are no longer interested in cultivating a company career, and that increasingly people will do what they see as good for them rather than for the company. Providing effective career management systems in organizations thus becomes a major challenge, which the course will address.

Course Co-ordinator – Kerr Inkson – My Career

A one-page cv is attached. As you will see, I have had a traditional academic career, with some managerial experience. I have taught many thousands of students. I have been a management consultant, a head of department, a director of an MBA programme, and an associate dean of a business school. I have done a lot of research on management topics.

I became interested in career studies about 1991, and since then this has been my main research area. I conducted and published surveys of managerial careers in New Zealand and Britain in the early 1990s, then got involved in a major project which resulted in the book *The New Careers*. I have also done research on overseas experience (O.E.) as a career practice, on the careers of self-employed professionals and temporary workers, and on the practice of "career capitalism" (building your personal 'knowledge capital' through your career). I have supervised several PhDs and Masters theses about careers. I have even written and directed a musical play about careers.

Current research:

- I'm interested in metaphors as a way of understanding careers and recently completed a metaphor-based textbook of careers, which will be published by Sage Publications later this year.
- I am co-editing a special issue of the *Journal of World Business* on "Global Careers", and a special issue of the *Journal of the Australian and NZ Academy of Management* on "The New Dynamics of Careers".
- I am co-holder of a \$1.5 million Massey-based research project on pathways into employment.
- I am advisor to a major Massey-based programme of research on the "brain drain".

- I am assisting three students to write up research based on their PhD theses on (respectively), volunteer service abroad as a career development experience, older workers career strategies, and the careers of Sri Lankan immigrants in NZ.

PROFESSOR KERR INKSON : BRIEF CURRICULUM VITAE – JAN 2006

Professor Kerr Inkson has a background in organizational psychology, organizational behavior and management studies. He has held a series of permanent and visiting positions at 10 Universities in the UK, USA and New Zealand., including 11 years as Professor of Management Studies at the University of Auckland and nearly 5 years as Professor of Management at Massey University. He has published over 60 refereed journal articles, over 30 book chapters, and 12 books. Recent books include *The New Careers* (UK, Sage, 1999), *Management: New Zealand Perspectives* (NZ, Pearson, 2002), *Cultural Intelligence* (USA, Berrett-Koehler, 2004), *Understanding Careers* (USA, Sage, 2006). Journal credits include *Administrative Science Quarterly*, *British Journal of Management*, *Career Development International*, *Higher Education Policy*, *Human Relations*, *Journal of Applied Psychology*, *Journal of Industrial Relations*, *Journal of Management Development*, *Journal of Management Studies*, *Journal of Occupational Psychology*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Journal of World Business*, *Organizational Dynamics*, and *Stress Medicine*. In recent years his research has focused on careers.

Present Positions: Adjunct Professor of Management, University of Otago; Visiting Professor of Management, Victoria University of Wellington. Honorary Research Fellow, Massey University (Albany campus).

Academic Qualifications: M. A. (Honours Psychology), University of Aberdeen, 1963; M. Phil. (Occupational Psychology) Birkbeck College, University of London, 1968; PhD, University of Otago, 1980.

Honours and Fellowships

New Zealand Psychological Society. Fellow from 1986. Life Member from 2002.

New Zealand Institute of Management. Associate Fellow, 1973-99. Fellow from 1999.

Australian and New Zealand Academy of Management, Distinguished Member from 1998. Research Fellow 2002-5. Life member from 2005.

Academy of Management (USA). Member. Best International Paper Award, 1997. Program Chair, Careers Division, 2003-4; Chair-Elect, Careers Division, 2004-5; Chair, Careers Division, 2005-6.

Massey University, College of Business. Distinguished Researcher Award, 2002.

Tertiary Education Commission. Chair, PBRF Business and Economics panel, 2003. "A" Grade for research, PBRF, 2004. Reappointed as Chair for 2006 round, 2005

Positions Held

2000-2005: Professor of Management, Massey University (Albany Campus).

2000-2002: Director of Academic Programme Development, College of Business, Massey University.

1988-2000: Professor of Management Studies, University of Auckland.

1996-98: Associate Dean of Business, Tamaki Campus, University of Auckland.

1988-94: Head of Dept, Management and Employment Relations, University of Auckland.

1987-88: Associate Professor of Management Studies, University of Auckland.

1986-88: MBA Director, University of Auckland.

1980-87: Senior Lecturer in Management Studies, University of Auckland.

1973-80: Senior Lecturer in Management, University of Otago.

1970-73: Lecturer in Social and Industrial Psychology, University of Otago.

1968-70: Lecturer in Psychology, University of Aston, UK.

1965-68: Associate Research Fellow in Industrial Administration, University of Aston.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and

faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network.

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.