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*Career  
Management*



JEFFREY H. GREENHAUS

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*To Adele,  
Joanne, and Michele*

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I wrote this book to express three strongly held beliefs about careers and career management. First, career management is a process by which individuals can guide, direct, and influence the course of their careers. The model of career management adopted in this book—an active, problem-solving approach to work and life—specifies how people can collect information, gain insight into themselves and their environment, develop appropriate goals and strategies, and obtain useful feedback regarding their efforts. The career management model is initially examined in Part One of *Career Management*, but the theme of active involvement in career decisions runs throughout the book.

Second, it is useful to view a career in developmental terms as it evolves throughout a person's life. Different career stages present somewhat unique tasks and issues, ranging from a young adult's preoccupation with choosing an occupation to an older employee's need to prepare for retirement. Despite these differences, the role of career management is fundamentally the same at all stages of career development: to make sound decisions based on insight and to implement the decisions effectively. Part Two of *Career Management* discusses the stages of career development and emphasizes the role of active career management at each stage.

Third, career management efforts must take into account the intertwining of work and nonwork lives. Work can affect the quality of life in many ways. Extensive job stress can impair one's physical and emotional well-being, and the potential conflict between work and family lives must be understood by everyone who hopes to combine work and family involvements. Although much of Part Three of *Career Management* is devoted to this issue, the need to consider the

relationship between work and nonwork pursuits is emphasized throughout the book.

This book was written with several audiences in mind. First, it is intended primarily for students (and other individuals) who wish to learn more about career dynamics and how to manage their own careers. *Career Management* was written to provide an understanding of career development and a framework in which career management can be pursued.

The second audience, human resource specialists, can also profit from the material in *Career Management*. It is impossible to develop effective career management programs in organizations without a deep appreciation of the kinds of decisions and dilemmas individuals face in their careers. Third, this book was written for my peers, researchers in career development and career management. I hope it helps pull together recent research and theory on careers and stimulates much-needed additional research in this area.

*Career Management* was designed as a primary or supplementary text for undergraduate and graduate courses in careers, personnel/human resource management, and organizational behavior. To meet these students' needs; the book contains the following:

*A balance of theory and application.* The material in *Career Management* is theory- and research-based because students must appreciate the concepts that underlie career management principles and techniques. In addition, nearly every chapter offers pragmatic applications of the concepts. It is hoped that students will emerge with a framework and a set of guidelines that can serve as a career management "map" for years to come.

*Mixture of individual and organizational actions.* Although career management is viewed as an individual problem-solving and decision-making process, work organizations can do much to stimulate it effectively. Therefore, most chapters include actions or programs organizations can provide to promote employee career management; Chapter 12 is devoted exclusively to career management systems in organizations. This information should be useful to human resource specialists in organizations as well as students and employees assessing employers' or prospective employers' support of career management. Moreover, an understanding of the organization's role in career management can help individuals become more effective supervisors at some point in their career.

*Learning exercises to help readers practice career management skills.* The exercises provide an opportunity for the reader to engage in career exploration, career goal setting, and career strategy development, key ingredients in the career management process. Although the conceptual material can be grasped independently of the learning exercises, it is recommended that the experiential learning derived from the exercises be incorporated into the course.



Instructors may consider two issues regarding use of the learning exercises. First is the question of timing. Learning exercises I through IV are introduced in Chapter 3. It is suggested that students read Chapter 3 in its entirety before beginning these exercises. Learning exercises V and VI are introduced in Chapter 4, and exercises VII and VIII, in Chapter 6. Again, it is suggested that the relevant chapters be read before the exercises are begun.

Second is the issue of where readers should enter their responses to the learning exercises. Although there is space for responses on most of the learning exercise sheets, some readers (and instructors) may find it insufficient. One reviewer of *Career Management* suggested that readers write all of their responses to the exercises in a separate career management notebook. This suggestion has great merit because it not only eliminates space constraints but enables readers to add more material to each exercise later after reading subsequent chapters or reflecting further on a topic.

A number of people have provided stimulation, advice, and/or support and have directly or indirectly contributed to this book. My initial interest in careers can be traced to Abraham K. Korman's significant research on the self-concept and his enthusiastic supervision of my doctoral research. Now, more than 15 years later, I am still impressed by his ability to identify the important issues that link human beings to the world of work.

I am also indebted to the many other scholars whose research has influenced my own thinking about careers and whose works are cited extensively in this book. I hope my interpretation of others' research does justice to their contributions.

My early thinking about the career management process was aided immeasurably by Thomas Sugalski, one of my former doctoral students at Stevens Institute of Technology. My supervision of his dissertation forced both of us to clarify our thoughts as we attempted to develop and test a model of individual career management.

I would also like to thank my students at Drexel University for their enthusiasm in discussing their views of career management and their willingness to share many personal career experiences. My colleagues in the Department of Management and Organizational Sciences at Drexel have been very supportive of my efforts; two of them, Saroj Parasuraman and Wayne M. Wormley, provided critical and constructive reviews of selected chapters.

I also thank Arthur G. Bedeian of Louisiana State University for his continual encouragement in the preparation of this book and Joan Resler, Jan Doty, Doris Milligan, Teresa Chartos, and Carolyn Hirschman of The Dryden Press for their assistance through the various publishing stages. Three colleagues—Sam Gould of the University of Dayton, Samuel Rabinowitz of Rutgers University, and James S. Russell of the University of Oregon—went beyond the call of duty in providing thoroughly professional, constructive, detailed, and timely reviews of each chapter of this book. I am extremely grateful for their expertise, care, and time.

On a more personal level, I am forever grateful for the love, guidance, and

support of my parents, Majorie and Sam, whose influence extends far beyond this book. Finally, I wish to dedicate this book to my wife, Adele, and my daughters, Joanne and Michele, whose presence and love have enriched my life and nourished my career.

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