

工商管理经典英文版·人力资源管理系列

Career Management

职业生涯管理

(第3版)

杰弗里·H·格林豪斯(Jeffrey H. Greenhaus)

杰勒德·A·卡拉南(Gerard A. Callanan) / 著

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Career Management, 3rd Edition

by Jeffrey H. Greenhaus, Gerard A. Callanan and Veronica M. Godshalk

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21世纪的人类社会正处于一个前所未有、复杂多变的环境之中，企业的生存方式和发展模式也随之改变。中国企业面临着以下严峻的挑战：

全球化的冲击。中国经过10多年的努力，终于加入了WTO，全面融入了全球化的经济体系。但是随之而来的问题是，中国企业不得不面对强大的外国企业的挑战，包括市场挤压和人才争夺等等，这就促使中国的企业必须具有全球化的意识，从更高的视角制定和实施企业发展战略。

高科技的发展。高科技的发展，一方面提高了企业生产与服务的质量和效率，降低了企业成本；但另一方面，由于技术可模仿性的增强，也加剧了企业之间的竞争。

知识资本的地位显著提高。伴随着全球化趋势的加剧，以及科技日新月异的发展，知识资本逐渐取代了财物资本而上升到企业战略性资源的地位，成为企业价值增值的主要源泉。所以，能否吸引、获得、培训和激励员工，尤其是知识型员工，对于企业能否赢得竞争优势至关重要。

在这种大环境下，现代人力资源开发与管理也逐渐显现出新的特点：

1. 人力资源管理是企业战略的重要组成部分，是建立和保持企业核心竞争力的关键。从高层领导到中低层管理者，都必须对企业的人力资源管理负责，而不仅仅是由企业人力资源部门人员唱“独脚戏”。

2. 现代人力资源管理强调员工对企业的重要性，人力资源既然是资源，就需要经营。企业应该以一种全新的视角看待员工，要按照营销的思维开发组织中的人力资源，即站在员工需求的角度，通过提供令员工满意的职业生涯规划 and 人力资源产

品与服务，来吸引、保留、激励和开发企业所需要的各层次人才。

3. 21 世纪人力资源管理的核心是如何通过价值链的管理，来实现人力资本价值的实现以及其价值的增值。而价值链本身的设计和实施，就是对人才进行激励和开发的创新过程。

为了应对知识经济带来的以上挑战，我国的企业必须借鉴国外先进的企业管理理论和实践经验，尤其是人力资源管理领域的丰富经验。为此，我们与国际著名的汤姆森学习集团、麦格劳·希尔教育出版公司合作，引进出版了这套国外人力资源管理领域的经典丛书，以期能够为中国人力资源管理教育和企业的人力资源管理实践，提供最前沿的管理理念、最实用技能和方法，以及最具操作性的案例，从而全面提升我国人力资源管理研究和实践的水平以及企业的竞争力。

在本丛书版本的甄选过程中，我们本着重视结构、宁缺毋滥、参考世界著名商学院人力资源管理专业设置和教材选用情况，以及对中国企业具有实用性的原则，重点确定了一批内容新、国外采用量大、操作性强的优秀教材。本套丛书覆盖了人力资源开发与管理各重要领域的最新研究成果，并汇集了世界各国企业在人力资源开发与管理方面的大量优秀案例，包括《人力资源开发》、《人力资源甄选》、《职业生涯规划》、《薪酬手册》和《经理人薪酬完全手册》等。

本丛书的读者包括：全国各工商管理院校教师与高年级本科生、研究生、MBA、各企业和事业单位高中级管理者、人力资源管理研究者、咨询机构人员和管理培训人员，以及对人力资源管理感兴趣的广大社会自学者。

希望我们这套丛书能为中国企业形成“以人为本”的管理文化，全面提升企业竞争力做出应有的贡献。

和君创业·闻洁工作室

2003年3月

绝大多数人都认为,工作是生活中一个主要的组成部分。我们的快乐和满足感固然取决于我们对自己职业生涯规划的好坏,取决于我们如何把握工作对我们家庭、个人生活的影响。但是,很多人在求职时,既缺乏远见,又没有明确目的,不是一味地换工作,就是对自己不明智的择业举动怨天尤人。还有一类人,担心自己不能做出正确的择业决定,因此把职业生涯管理视为畏途,整天忧心忡忡。我们认为,任何年龄的人,要想获得个人成功,使自己满意,都需要认真仔细地对待职业生涯管理问题,并且必须掌握能使自己做出正确决策的一套框架。

在21世纪,这种信念与我们尤其息息相关。近来引起工作问题的各种变革,例如,企业兼并、收购、减小规模、成本控制、利用企业外部人力资源等,都对职业产生了巨大的影响。我们不能再期望在一家公司、甚至某一行行业干上20或30年,也不能再期望老板会为我们的职业生涯管理一事负起责任来。当今世上,员工和老板之间只有短期关系,任何一方好象都不会真正对另一方的福祉负责。因此,对于我们自己的职业生涯和生活状况,我们只有自己更加负责才行。在《职业生涯管理》的第3版中,我们为大家提供一套指导您终生职业成功的工具。我们希望,本书的内容能变成你的一种技能,帮助您成功地进行职业生涯管理,并使你享受由此得来的一切好处。

本书内容

《职业生涯管理》(第3版)重点关注职业和职业生涯管理的四个重要观点。第一个观点,职业生涯管理是个人赖以支配、指导并影响自己职业的一个过程。本版介绍的职业生涯管理模

型——以一种积极的、能解决问题的方式来对待自己的工作和生活——强调的是人们应该如何收集信息，深入了解自己以及周围环境，提出正确的目标和战略，对于自己的所作所为，还能得到有用的反馈。本书第1篇（第1章至第4章）提出并检验这一职业生涯规划模型。第1章介绍职业生涯规划的概念，即它是一个不断解决问题的过程。第2章提出职业生涯规划模型，这是本书其他部分的基础。第3、4两章把职业生涯规划模型用于个人的职业抉择，包括各种职业生涯规划技能，诸如职业探索、职业目标的确定以及职业战略开发等内容。

第二个观点，从发展的眼光来看，职业贯穿于一个人一生之中，并且处于不断发展变化状态。从参加工作前的年轻人选择最初的职业，经过关心失业的中年时期，再到需要维持工作能力、并为退休做好准备的老年时期，每个年龄段都会提出独特的任务和问题。尽管这些阶段各不相同，但在职业发展的每个阶段，职业生涯规划的作用却基本相同：根据深入的了解做出正确的决定，并有效地实现这些决定。第2篇（第5章至第9章）讨论职业发展的不同阶段，重点是讨论每个阶段有效进行职业生涯规划所起的作用。第5章介绍职业的各个阶段，另外两章分别跟踪人们选择工作的过程（第6章）和进入组织的情况（第7章）。第8章介绍员工在其初期职业生涯中所面临的任务。第9章重点分析与中年及以后时期个人职业有关的问题。

第三个观点，进行职业生涯规划，必须考虑一系列额外的要求，包括如何对待工作的压力，工作和个人生活的相互影响，如何应对员工之间不同文化的挑战，以及开辟企业家生涯的可能性。第3篇（第10章至第13章）研究的就是这些问题。在第10章，我们考察工作压力对个人生活质量的影响。第11章讨论工作和家庭之间的关系，重点是讨论在生活类型中占统治地位的两种职业的关系。第12章以现代组织中女性职业和男性职业，少数民族员工的职业，以及在不同文化环境中员工及其雇主所面临的挑战等为素材，讨论在多文化差异背景下的职业生涯规划问题。在第13章讨论企业家职业的选择时，我们给出企业家的形象，对社会支持、教育支持和感情支持的不同形式做出评价，提出女性企业家和少数民族企业家所面临的问题，并讨论对企业家这种职业进行管理的独特要求。我们希望这一章能帮助人们做出明智的决策，看选择企业家这种职业和生活类型，是否适合自己。

第四个观点，通过一系列由组织支持的项目，可以对个人职业生涯规划给予帮助。在第4篇（第14章、第15章、第16章）里，我们要讨论组织可以采用的各种职业生涯规划的做法，并提供了一些已经在真实公司中实际运用的具体例子。第14章对人力资源活动给出了更为宽泛的评价，其中特别强调人力资源系统如何对员工的职业生涯规划给予支持。我们将说明如何把人力资源和职业生涯规划系统整合在一起，以便最大限度地使个人和组织得到发展，并鼓励开发以职业为导向的人力资源支持系统。第15章的内容说明各种组织中的职业生涯规划做法。对于组织中的人力资源专家、学生以及雇员，这部分内容在评价现有雇主或可能的雇主对职业生涯规划的支持问题时很有用处。此外，理解了组织在职业生涯规划中所起的作用，有助于人们在其整个职业过程中成为更有效的人力

资源管理者。第16章给出我们对职业生涯管理的结论性的想法,并再次强调我们的观点,即个人能够,而且必须在管理自己的职业生涯中发挥主观能动性。

《职业生涯管理》一书适用于几类不同的读者。首先,它对所有想多学一点职业动力学以及如何把握其职业生涯知识的人来说很合适,不管他们是学生还是在职的成年人,亦或单纯出于好奇的人。我们撰写《职业生涯管理》一书,目的是使人们理解职业生涯的发展,提供一个可以对职业生涯进行管理的框架。本书第3版所包含的各种最新的自我评估形式的信息——确实可以使人通过这些途径,更多地了解自己,了解自己的兴趣、天赋、才能和生活中的偏好。《职业生涯管理》还可作为本科生或研究生学习职业生涯管理、人力资源管理、组织行为学、心理学、教育学等方面的基本教材或辅助教材。此外,各类企业也可利用本书,指导其雇员进行职业生涯管理。

我们的第二类读者即人力资源专家,读了本书第3版的材料,肯定也有益处。因为如果他们不对人们在其职业生涯中所作的各类抉择和面对的困难做出全面的评价,就不可能制定出有效的职业生涯管理方案。本书第14、第15两章以职业生涯管理过程、职业开发阶段、工作压力、工作与家庭的平衡以及管理多样化等内容为基础,正面论述了人力资源和职业生涯管理创新等问题。

最后,本书第3版也是为我们在职业开发及职业生涯管理中的同行和研究人员写作的。我们希望本书能汇集最新的研究成果和理论,并能在这一领域激发进一步的研究。

本书特点

学以致用。为适应以上读者的需要,本书的特色在于学以致用。

理论和实际搭配得当。《职业生涯管理》中的内容以理论和研究为基础,这是因为无论是学生、还是在职人员,都必须重视那些决定职业生涯管理之基本原则和技术的概念。此外,几乎每章中都提供了注重实际应用的概念,以期读者在他们的工作实践中形成框架性的概念和一套指导方针,并将其作为职业生涯管理的“导游图”。

个体行为和组织行为相结合。虽然职业生涯管理被视为只用来解决个人问题和个人决策过程的方法,但组织也可用它来发挥一种整合的作用,以激励和培养更有效的职业生涯管理工作。据此,在本书大部分章节中,都举出各种组织用以促进员工进行职业生涯管理的行为案例或方案。第15章提供了一批企业职业生涯管理方案的案例。

提供帮助读者练习职业生涯管理技能的习题。习题给读者提供了一个机会,使之把所学的内容用于职业探索,确定职业目标和职业开发战略,掌握职业生涯管理过程中的各种关键因素。不做习题,固然也可从概念上弄懂这些问题,但从做题中得出的经验能给你一种极为宝贵的洞察力,使你更深刻地了解自己的职业。读者作练习时要考虑三点。

第一点,做题的顺序。在做第3章的1至4题之前,应该先通读第3章;做第4章的5、6题之前,以及第6章的7至8题之前,都应该如此。再强调一遍,做习题前应该先通读有关章节。

第二点是读者应当从何处找到习题的答案。《职业生涯规划》（第3版）一书中所有习题的答案，都可以从下列网址获得或下载：

<http://www.dryden.com/management/humresources.html>

我们建议你从网上下载这些习题，用个人电脑完成。这种方法非常灵活，因为它可以使你以最近的观点在先前习题的基础上增加信息。假如用纸笔的方式，最好另备一本笔记本来完成习题，同样的，这本单独的笔记本也应当可以灵活的按照最近的观点增加更多的信息。

第三点是由指导教师决定，是否组成学习小组来共同作题。虽说习题应该由个人单独完成，但有些导师发现，要是让学生集体作题并分享答案，就有了一种互助的环境，有助于教学相长。

利用案例检验个人和企业的职业生涯规划情况。第3版对案例这种教学手段作了充分扩展。《职业生涯规划》全书四篇每篇都包括一个以上的案例，每个案例都附有习题，以加强案例分析。这些案例也可以从<http://www.dryden.com/management/humresources.html>下载，同时也可以以小组的方式进行讨论。

总结。每章后面都对该章内容和关键性问题进行了总结。这些总结重申了主题，并对重要概念做出必要的解释。

作业和讨论题。每章的最后有与章节内容和实际生活相关的作业要求读者完成。此外，每章还补充了一系列相关问题来帮助读者讨论章节中涉及的重要内容。它们也可以从<http://www.dryden.com/management/humresources.html>下载。

致谢（略）

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费城，宾西法尼亚州

1999年4月

PREFACE

For most individuals, work is a defining aspect of life. Indeed, our happiness and fulfillment can hinge on how well we are able to control the course of our work lives, and manage the effects of our work on our family and personal life. Yet many people enter their careers with a lack of insight and purpose, drifting to and from jobs, or lamenting unwise career choices. For others, the task of career management, because of the risks of not making personally correct decisions, is frightening and full of anxiety. We believe that individuals at any age need to approach career management with care and attention, and must have an appropriate decision-making framework in order to achieve personal success and satisfaction.

These beliefs are especially relevant in the 21st century. Recent changes in the world of work—mergers, acquisitions, downsizing, cost containment, and outsourcing to mention a few—have had a dramatic effect on careers. We can no longer expect to spend 20 or 30 years in one company, or even in one industry. We can no longer expect our employer to take the responsibility for managing our career. In today's world, the relationship between employer and employee has a short-term focus. Neither party seems highly committed to the well being of the other. Therefore, we will increasingly have to take the responsibility for managing our careers and managing our lives. In the third edition of *Career Management* we provide a vehicle for individuals to direct their careers successfully over the life cycle. We hope this book is integral to your successful career management and all its attendant rewards.

CONTENTS. In the third edition of *Career Management* we focus on four essential views of 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 presented in this edition—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 presented and examined in **Part One (Chapters 1 through 4)** of the book. Chapter 1 introduces the notion of career management as an ongoing problem-solving process. In Chapter 2, we present the model of career management that forms the foundation for the remainder of the text. Chapters 3 and 4 apply the career management model to individual career decision

making, covering such career management skills as career exploration, career goal setting, and career strategy development.

Second, it is useful to view a career in developmental terms as it evolves throughout a person's life. Different career stages present unique tasks and issues, ranging from a young adult's preoccupation with choosing an initial occupation, to a middle-aged adult's concern about a devastating job loss, to an older employee's need to remain productive and to prepare for retirement. Despite these differences, the role of career management is fundamentally the same at each stage of career development: to make sound decisions based on insight and to implement the decisions effectively. **Part Two (Chapters 5 through 9)** of *Career Management* discusses the different stages of career development and emphasizes the role of active career management at each stage. Chapter 5 provides an introduction to the topic of career stages, and the next two chapters trace the process by which people choose occupations (Chapter 6) and enter organizations (Chapter 7). Chapter 8 deals with the tasks facing employees in their early career, and Chapter 9 concentrates on issues relevant to the middle and later phases of a person's career.

Third, career management efforts must take into account a number of additional demands, including dealing with job stress, the intertwining of work and personal lives, facing the challenges of a culturally diverse workforce, and the potential for embarking on an entrepreneurial career. **Part Three (Chapters 10 through 13)** of *Career Management* is devoted to these issues. In Chapter 10, we examine the effect of work stress on the individual's quality of life. Chapter 11 considers the relationship between work and family, focusing on the two-career relationship as a dominant life-style. Chapter 12 discusses career management in the context of cultural diversity, with material on the careers of women and men in contemporary organizations, the careers of minority employees, and the career challenges faced by employees and employers in culturally diverse settings. In Chapter 13, which discusses the choice of an entrepreneurial career, we profile the entrepreneur, review different forms of social, educational, and emotional support, address issues facing female and minority entrepreneurs, and describe the unique demands of entrepreneurial career management. Hopefully, this chapter will help individuals decide whether an entrepreneurial career and life-style are right for them.

Fourth, individual career management can be assisted through a number of organizationally sponsored programs. In **Part Four (Chapters 14, 15, and 16)**, we discuss a variety of career management practices available to organizations and we offer specific examples of these practices as used by real companies. Chapter 14 offers an overview of the broader spectrum of human resource activities, with special emphasis on how human resource systems can support employee career management. We illustrate how human resource and career management systems must be integrated to maximize individual and organizational well being and we encourage the development of career-oriented human resource support systems. Chapter 15 is devoted to describing and illustrating career management practices in organizations. This information should be useful to human resource specialists in organizations as well as students and employees assessing employ-

ers' or prospective employers' support of career management. Moreover, an understanding of the organization's role in career management can help individuals become more effective managers of people over the course of their careers. Chapter 16 provides our closing thoughts on career management and reinforces our belief that individuals can—and must—take the initiative to manage their own careers.

Career Management is intended for several different audiences. First, it is ideal for all individuals who wish to learn more about career dynamics and how to manage their careers, whether they are students, working adults, or simply intellectually curious. *Career Management* is written to provide an understanding of career development and a framework in which career management can be pursued. Indeed, the third edition contains up-to-date information on different forms of self-assessment—the ways in which individuals can learn more about themselves, their interests, talents, aptitudes, and life-style preferences. *Career Management* can be used as a primary or supplementary text for undergraduate and graduate courses in careers, human resource management, organizational behavior, psychology, and education. And it can also be utilized in organizations as a resource for employees seeking guidance in the management of their careers.

Our second audience, human resource professionals, can certainly profit from the material in the third edition. It is impossible to develop effective career management programs in organizations without a full appreciation of the types of decisions and dilemmas individuals face in their careers. The material on the career management process, the stages of career development, job stress, work-family balance, and the management of diversity sets the stage for Chapters 14 and 15, which deal explicitly with human resource and career management initiatives.

Finally, this edition of the book was written for our peers, researchers in career development and career management. We hope it helps pull together the most recent research and theory on careers and stimulates additional research in this area.

LEARNING-ORIENTED FEATURES. To meet the needs of these audiences, the book contains the following learning-oriented features:

A balance of theory and application. The material in *Career Management* is theory- and research-based because individuals, whether they are students or working adults, 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 readers of this text will emerge with a framework and a set of guidelines that can serve as a career management “map” throughout their work lives.

Mixture of individual and organizational actions. Although career management is viewed as an individual problem-solving and decision-making process, work organizations can play an integral part in stimulating and fostering effective career management. Therefore, most chapters include examples of actions or programs that organizations can provide to promote employee career manage-

ment, and Chapter 15 provides a series of examples of organizational career management programs.

Learning exercises to help readers practice career management skills. The exercises offer 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, the experiential learning derived from the exercises can provide extremely valuable insight into one's career. There are three issues to consider regarding the 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 individuals read Chapter 3 fully before beginning these exercises. Learning Exercises V and VI are introduced in Chapter 4, and Learning 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. In the third edition of *Career Management*, all of the learning exercises can be accessed and downloaded from the Internet at <http://www.dryden.com/management/humresources.html>. We recommend that you download the learning exercises from the website and complete them using a personal computer. This approach will provide a great deal of flexibility since it permits you to add more information to a previous exercise at a later point. If you choose to complete the learning exercises using a paper-and-pencil approach, we recommend that you create a separate notebook in which to write your responses to these exercises. A separate career management notebook should provide the same flexibility to add more information to an exercise at a later point.

Third, the learning exercises can—at an instructor's discretion—be converted into group or team assignments. Although the learning exercises should initially be completed by individuals working alone, some instructors have found it helpful for groups of students to share their responses to the learning exercises so that they can provide feedback and guidance to each other in a supportive group environment.

Cases to examine individual and organizational career management. The third edition has substantially expanded the use of cases as learning tools. All four Parts of *Career Management* conclude with one or more cases, each of which is accompanied by questions in order to facilitate case analysis. The cases—like the learning exercises—can be downloaded from the Internet <http://www.dryden.com/management/humresources.html>, and can easily be discussed in a group or team environment.

Summaries. Each chapter concludes with a summary of the material and key issues contained in the chapter. The summaries reiterate main themes and give a useful synopsis of important concepts.

Assignments and discussion questions. At the end of each chapter the reader is asked to complete an assignment that links the material in the chapter with real-life experience. Further, every chapter is supplemented with a series of relevant questions that are useful in guiding discussion of the important material pre-

sented in the chapter. These may also be downloaded from the Internet at <http://www.dryden.com/management/humresources.html>.

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CAREER MANAGEMENT PROCESS: THEORY AND APPLICATION

Chapter 1

Introduction to the Study of Careers

Chapter 2

Model of Career Management

Chapter 3

*Applications of the Career Management Model:
A Guide to Career Exploration*

Chapter 4

*Applications of the Career Management Model:
Goals, Strategies, and Appraisal*

Case 1

Careers of Michele Terry and Joe Francis