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# Career Management in the age of AI

*(For those who deal with software code!)*

July 4, 2026

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No tokens were consumed in the making of this presentation!

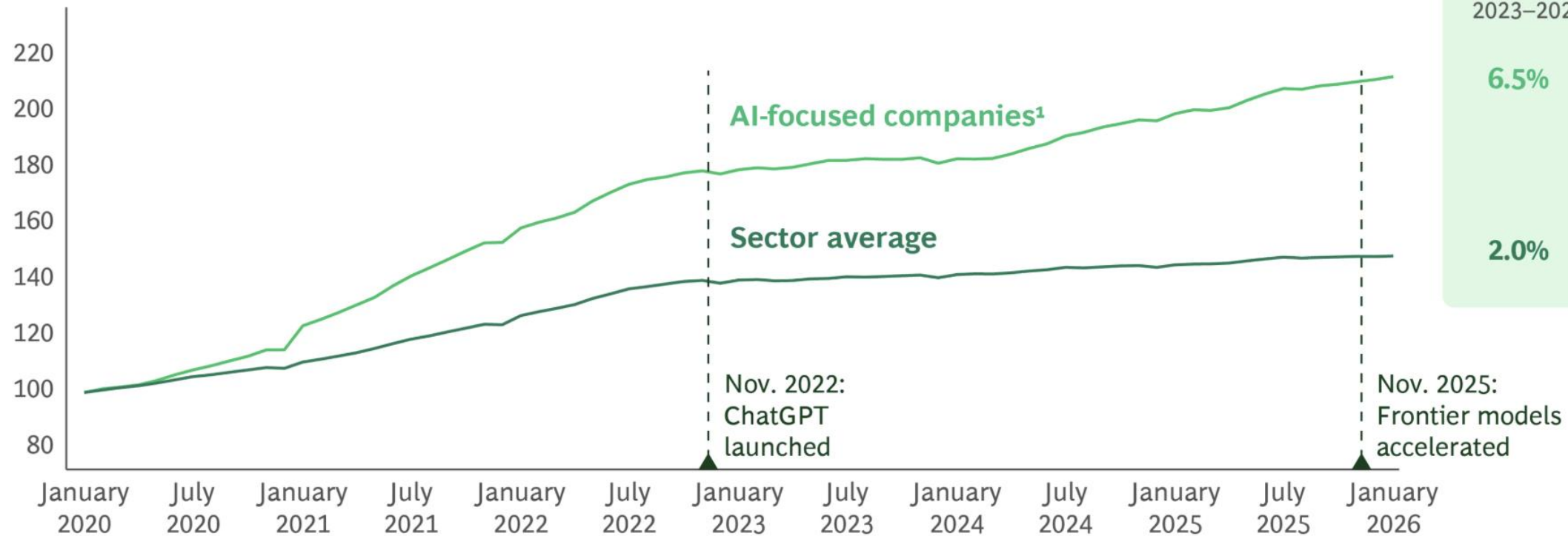
Really?? That is  
strange!!

# Good, bad and ugly of AI era

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# Software Engineering Headcount Has Risen Steadily in the Past Three Years

Software engineer headcount at US software companies, indexed (January 2020 = 100)



**Sources:** Revelio Labs; BCG Henderson Institute analysis.

<sup>1</sup>Approximately 500 US-based software companies tagged as AI in PitchBook.

41%

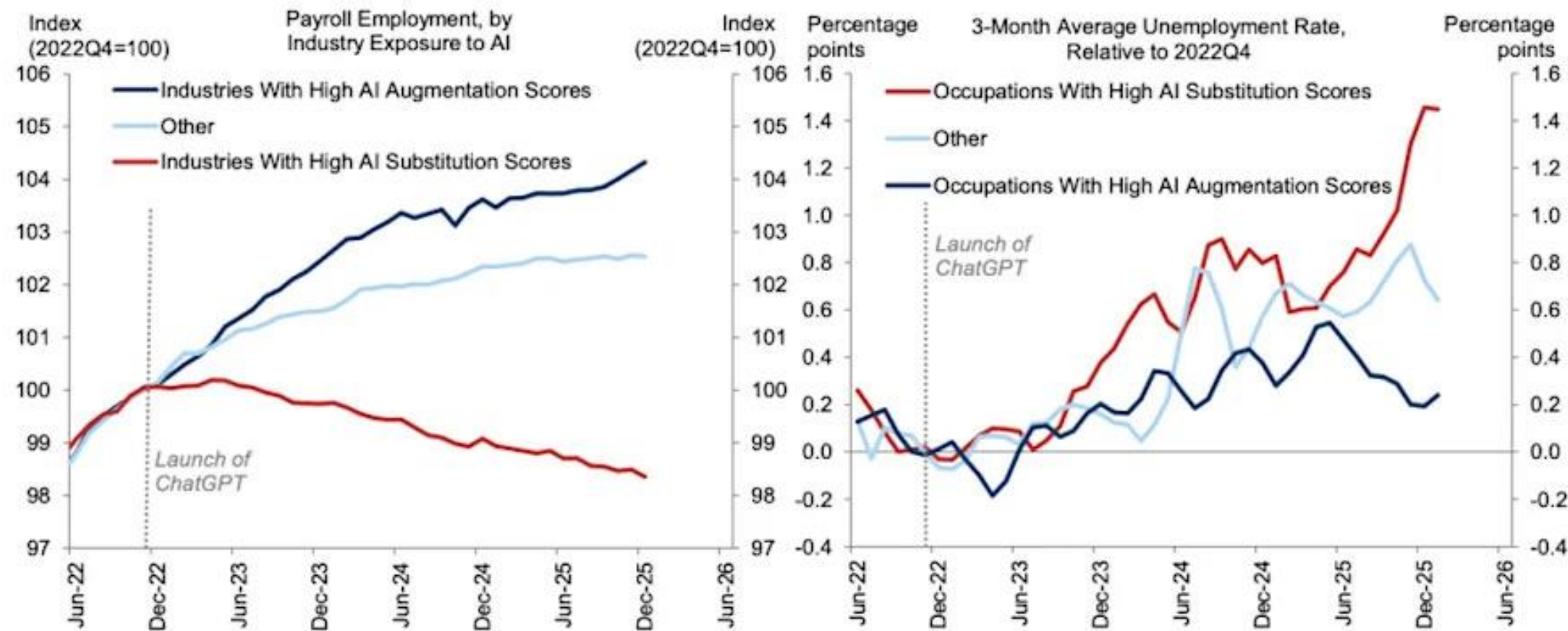
of all code in 2026  
is AI-generated



Source: GitHub, Stack Overflow,

<https://www.netcorpsoftwaredevelopment.com/blog/ai-generated-code-statistics>

**Exhibit 4: Since the Launch of ChatGPT, Industries and Occupations With High AI Substitution Scores Have Experienced Larger Declines in Employment and Increases in Unemployment on Average**



Note: We exclude healthcare, education services, and government industries, which saw strong job growth due to post-pandemic catch-up effects.

Source: Goldman Sachs Global Investment Research, Department of Labor

"Organizations are constrained by human and systems-level problems. We remain skeptical of the promise of any technology to improve organizational performance without first addressing human and systems-level constraints.

We remain skeptical and we remain human". – Kent Beck, Laura Tacho, and Steve Yegge.

<https://newsletter.pragmaticengineer.com/p/the-future-of-software-engineering-with-ai>



*Disclaimer: Inclusion of a data point in previous slides  
does not mean I agree with what it suggests*

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*(my views on AI trends is a topic for another discussion  
another day!)*

*Let's get on with the topic for today*

# Career Management in the age of AI

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*For those who deal with software code!*

# Career? Management?

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## What do you mean?

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CAREER IS A  
50-YEAR  
GAME (OR  
LONGER!)

<https://youtu.be/PJiaOtRWagY>

My definition of  
Career and  
Success

Assistant

Team  
Member

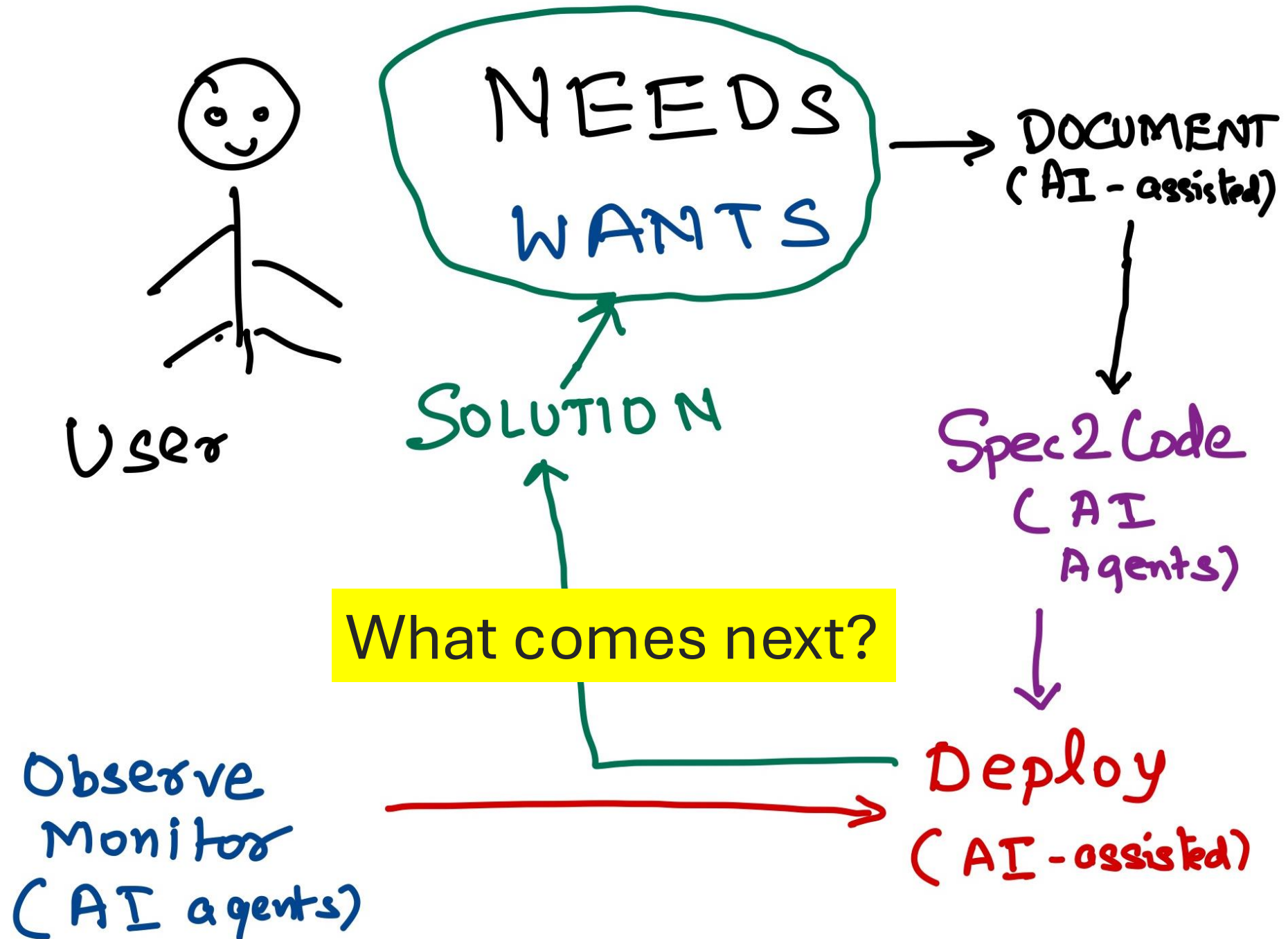
AI can be your..

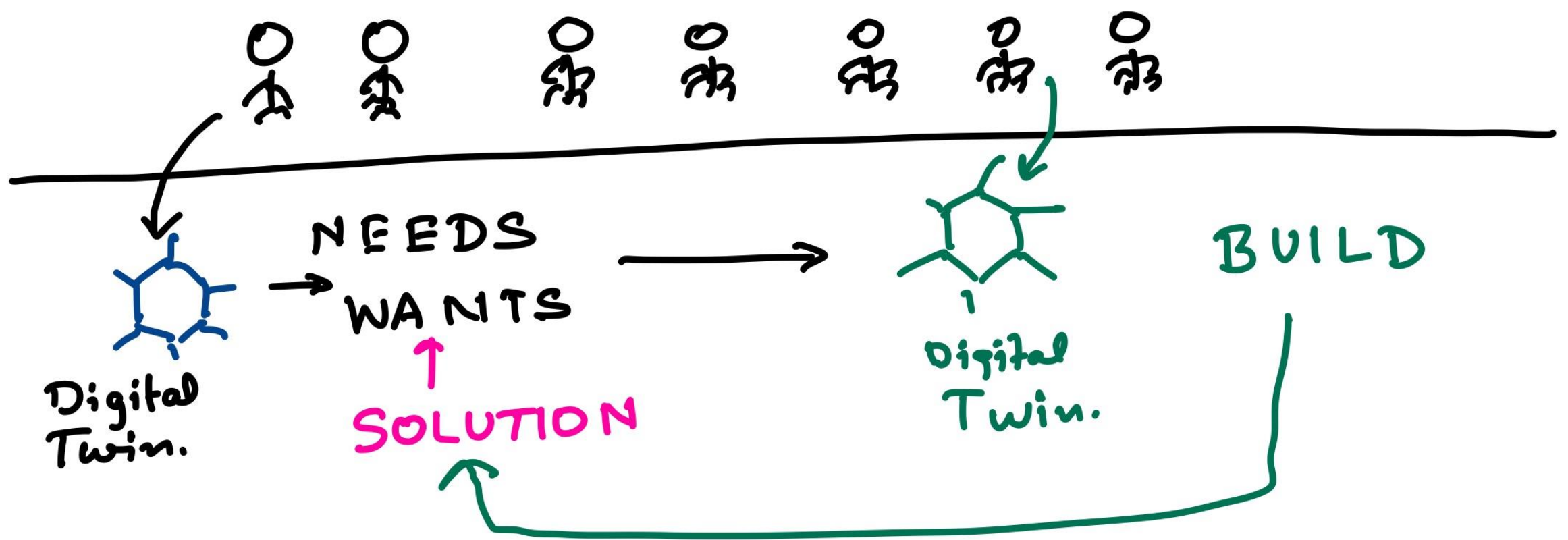
Competitor

Collaborator

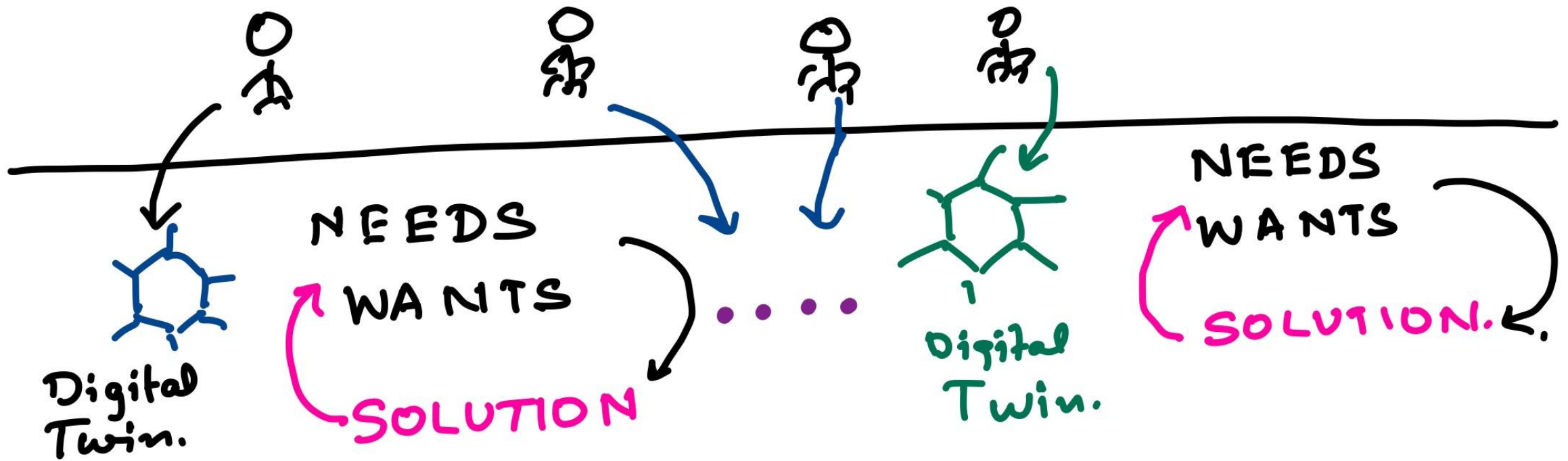
# Where is software engineering heading?

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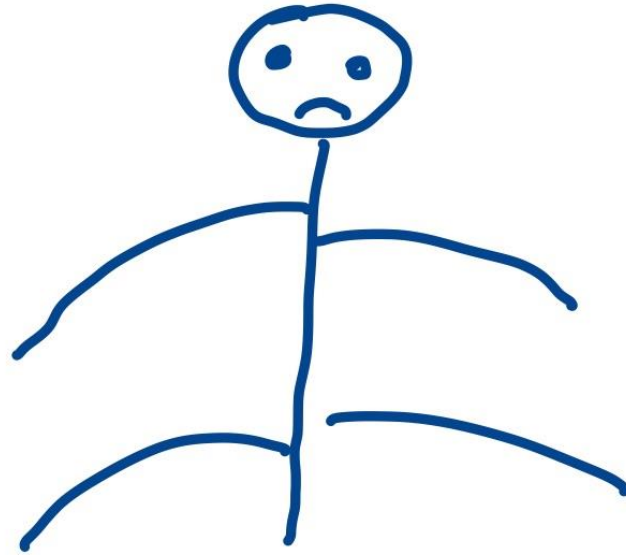




What comes next?



What comes next?



What comes next?



# Where is software industry headed?

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Code is cheap (from human perspective) - Dev effort is no longer the bottleneck.

Outcomes are probabilistic, not guaranteed.

Roles are blending – everyone is a builder.

Decisions are less "hard to change" since regenerating code is cheap.

Accountability is murkier because AI creates but isn't accountable.

Team sizes are reducing - Team of one human and many agents is a reality.

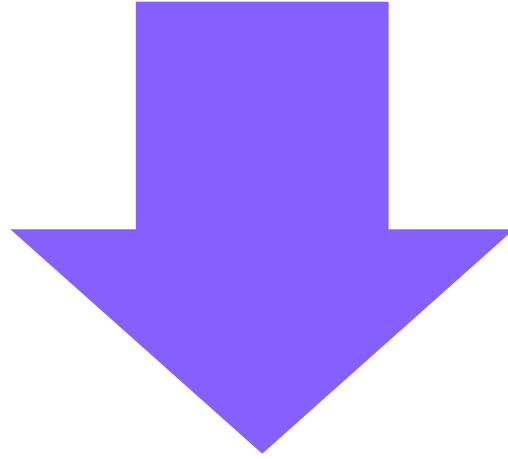
# A lot of uncertainty about future of Software Industry and future of Software Engineering

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# What we do know..

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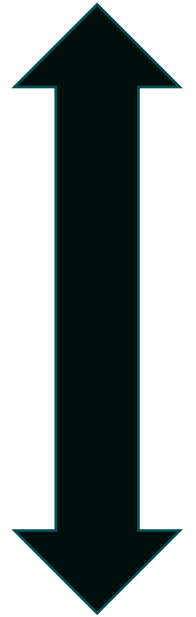
Vague



Human speak

- Telugu
- Greek
- Sanskrit
- Malayalam
- English

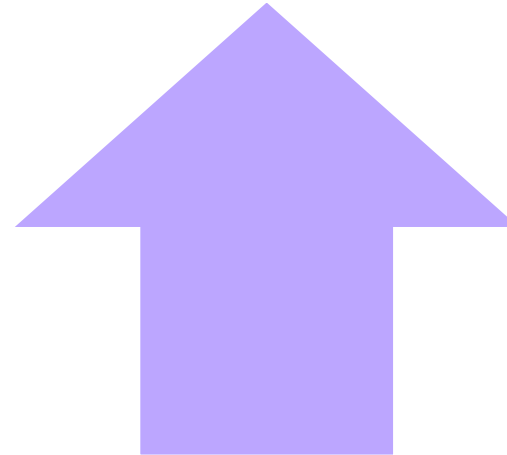
Hard for  
AI



Precise

Machine speak

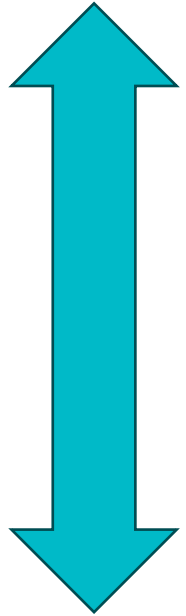
- Programming language
- Assembly language
- Machine language



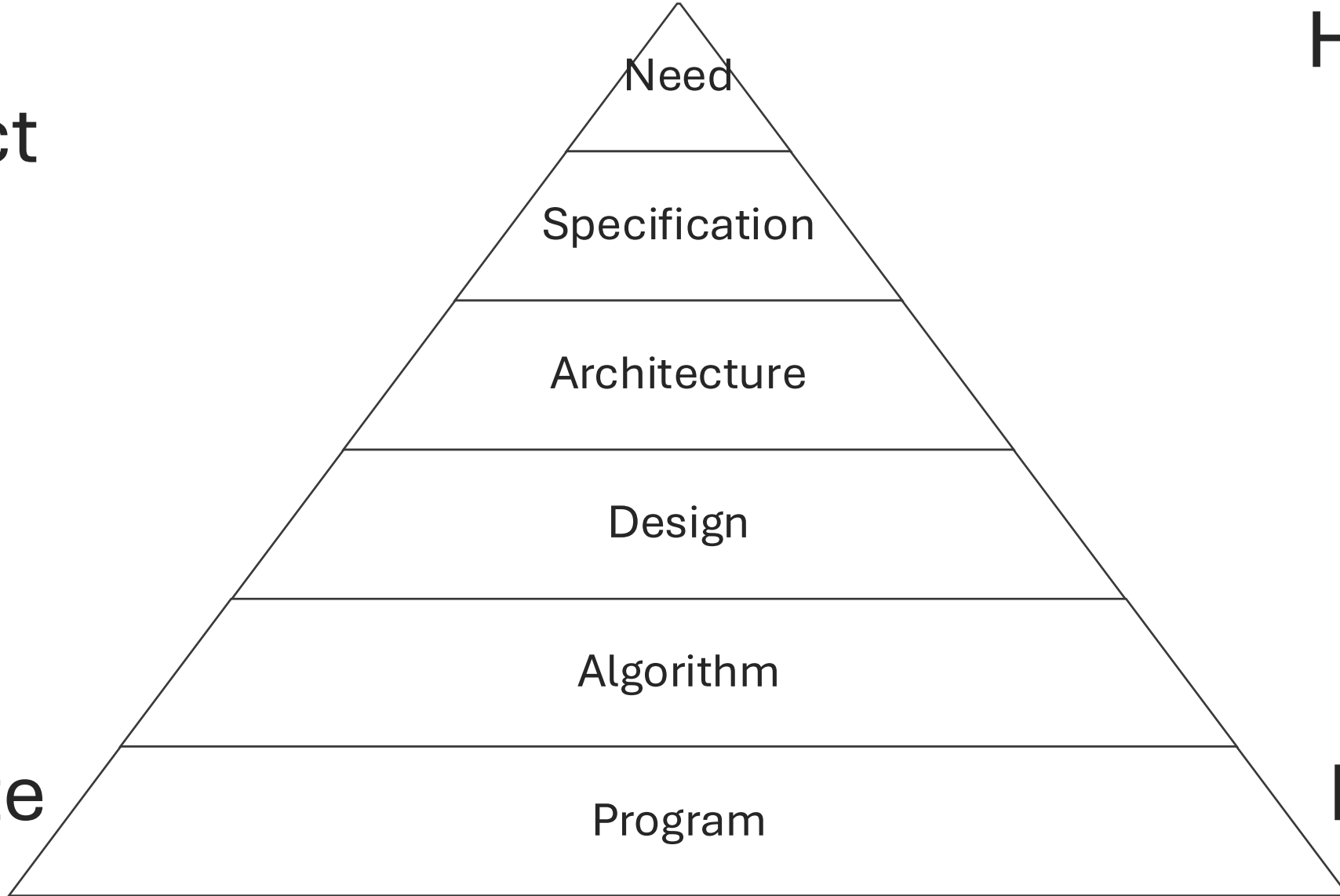
Easy for  
AI



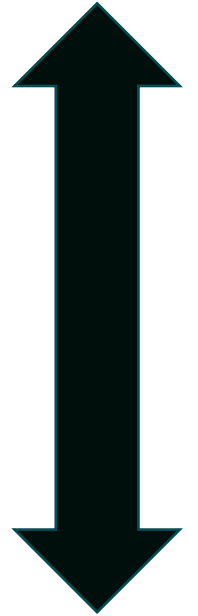
Abstract



Concrete



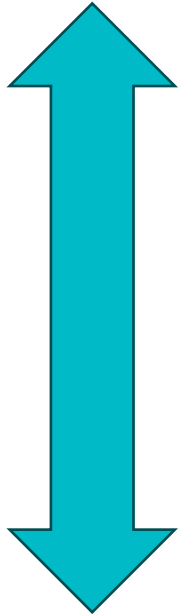
Hard for  
AI



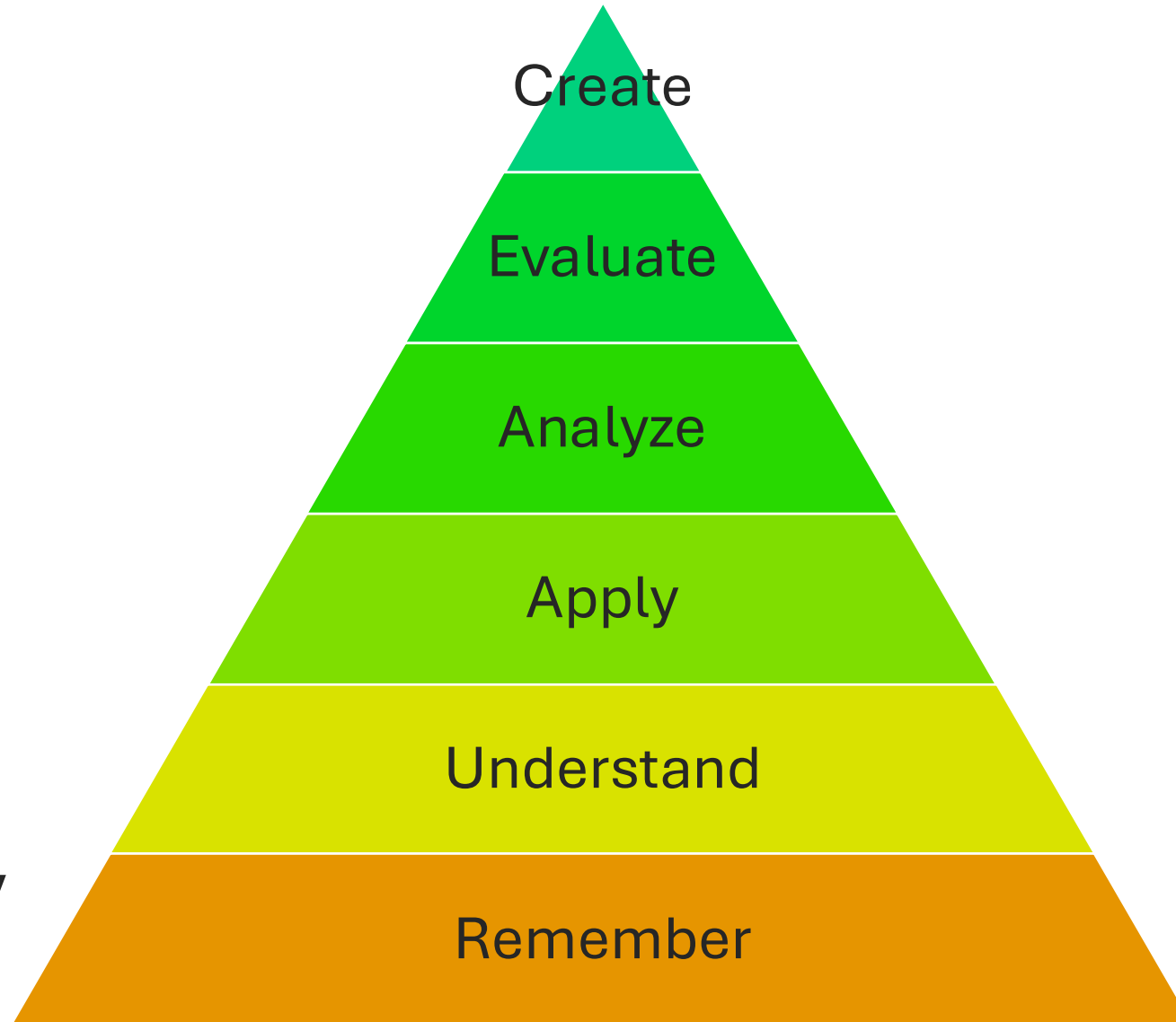
Easy for  
AI



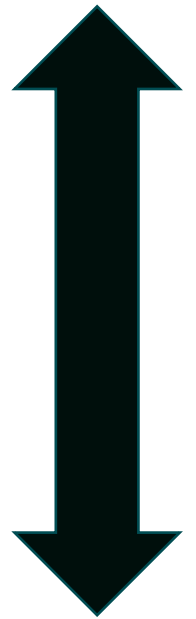
Higher-order  
competency



Lower-order  
competency



Hard for  
AI

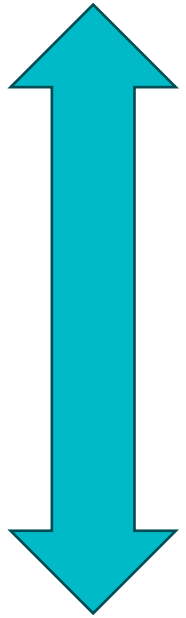


Easy for  
AI

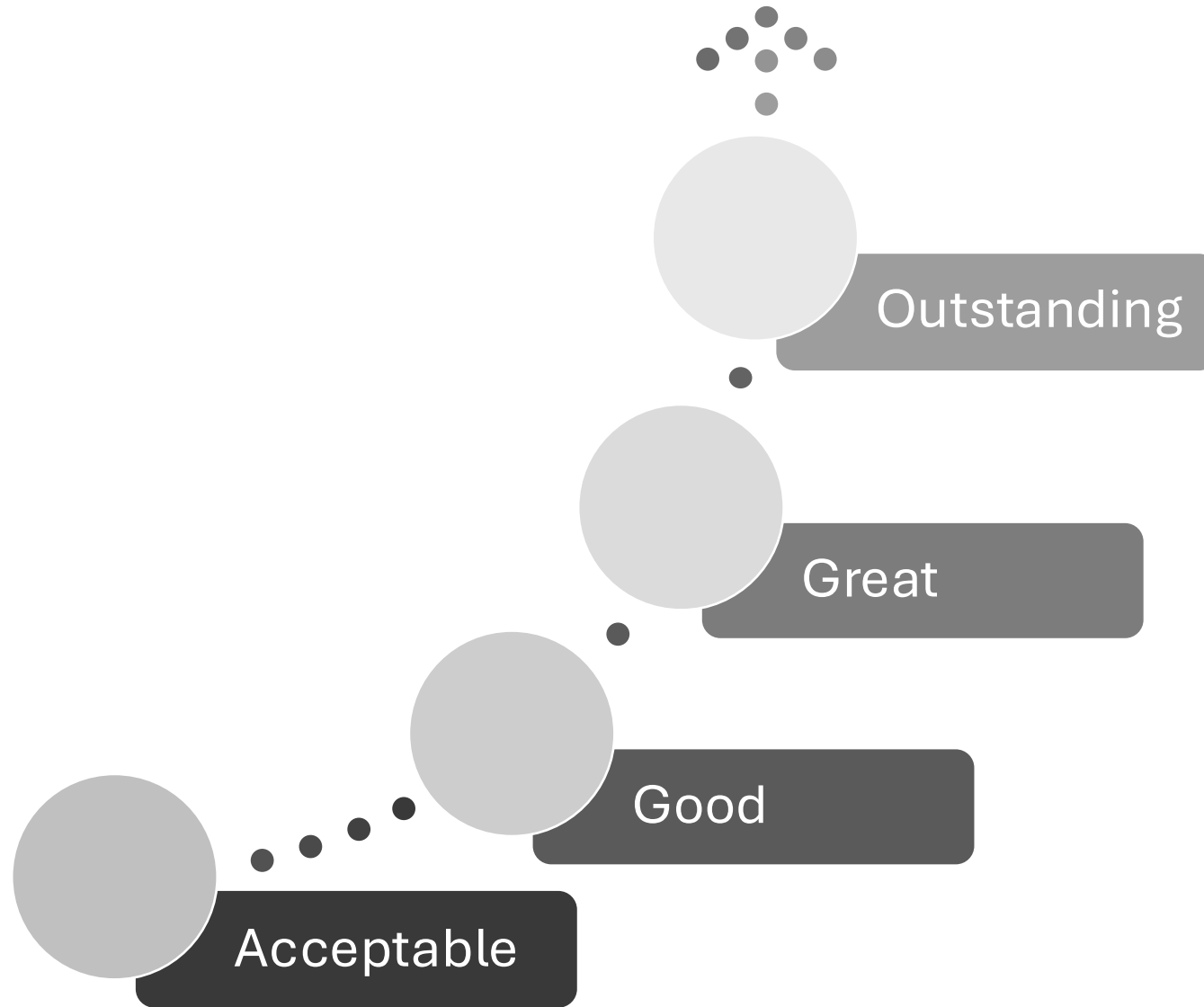
*Bloom's taxonomy of learning objectives*



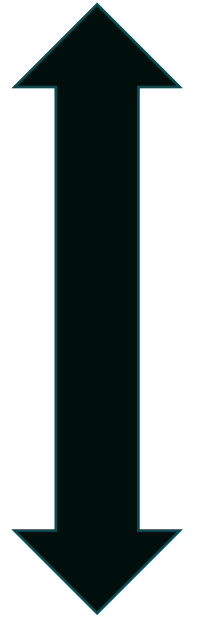
High quality  
work



Low quality  
work



Hard for  
AI



Easy for  
AI



# So, what should humans focus on?

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Areas  
humans can  
be stronger  
in



Vague



Abstract



Higher-order competencies



Best-quality work



Humans



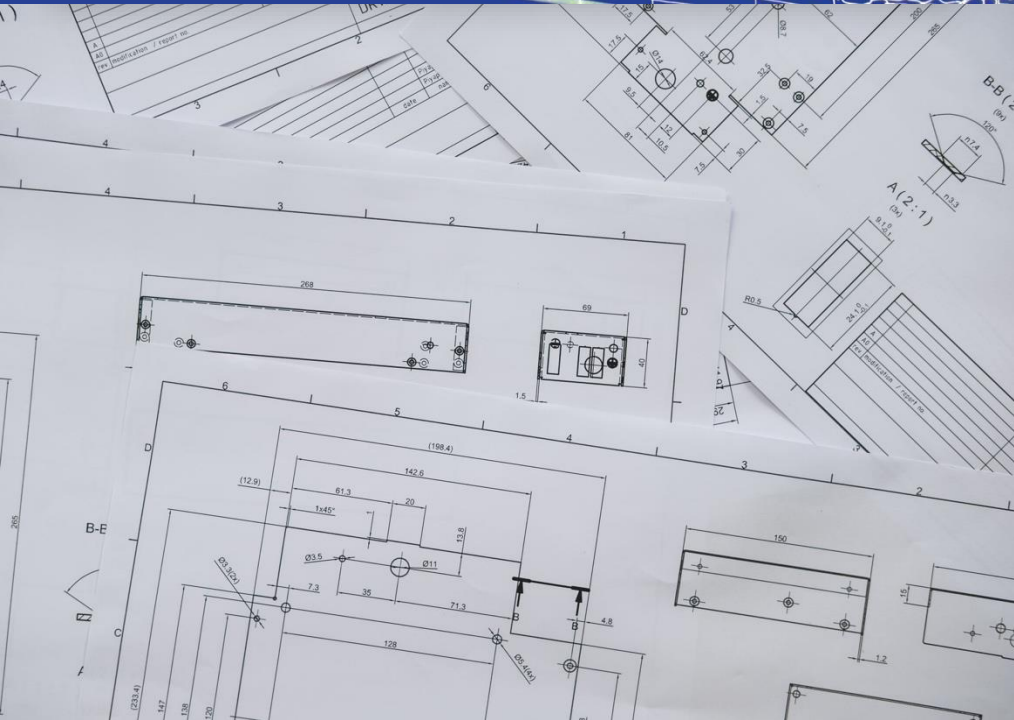
# Vague

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Can articulate and achieve better precision through verbal, written, visual means.

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Can think using rules, theories, structures and articulate better





# Abstract

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Can think and communicate  
using models and systems

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Can transform problems using  
symbols, visuals and analogous  
concepts to solve them



# Higher-order competencies

Can make decisions and judge complex situations even with partial information

Can analyze, evaluate and create using the outputs from AI (and other humans)



# Best-quality work



Can produce world-class output



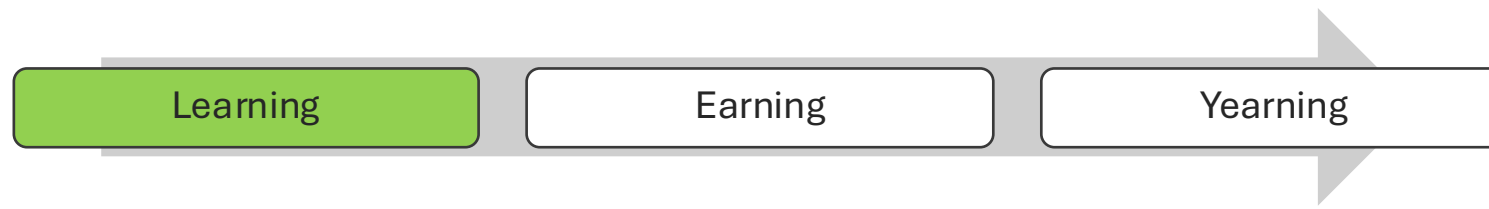
Can work with constraints and still produce quality work



# Humans

Can engage with other humans and understand their needs, wants and desires

Can communicate with humans who need software solutions and influence them



# To manage your career in the age of AI

Learning

Earning

Yearning

# Be prepared to..

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Adapt to AI (competitor, assistant, team member, collaborator)

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Be accountable for the work AI does

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Validate, evaluate and analyze the work AI does

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Learn how to learn better and faster than AI

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Demonstrate strong ethics and values

Learning

Earning

Yearning

# Learn to..

Articulate in the best possible way – to the humans and to the machines

Think and communicate in abstract - models, systems, symbols, visuals, concepts

Acquire higher-order competencies whenever you learn anything

Be world-class by working in areas you are passionate about

Excel in human-facing roles

Learning

Earning

Yearning

# Stay focused on fundamentals, stay clear of fads

Machine  
Learning

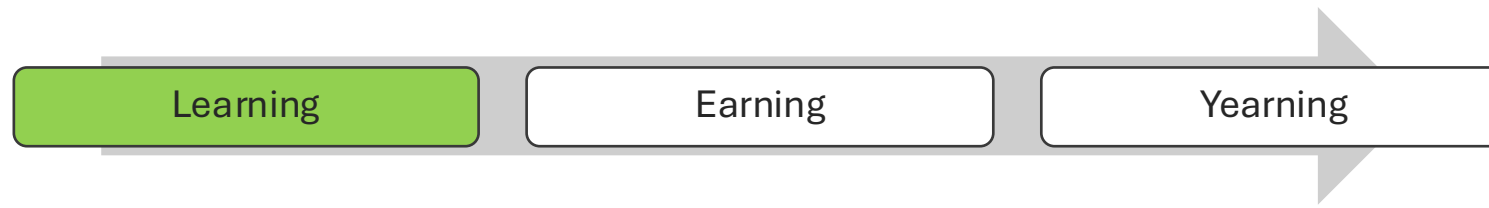
Language  
Models

Statistics

Learning  
Theories

Distributed  
systems

Architecture  
and design  
patterns



Live a new day everyday, not the same day in loop

# What is the end game with AI?

# Have a good day!



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