Chapter VI

DISCUSSIONS
(Findings, Conclusion & Recommendations)

This chapter discusses the Findings come out from the Data Analysis, Hypothesis Testing conducted in previous chapter and the entire research work. While concluding this Research Study, researcher discusses his experiences he earned through it & describes the scope for related research studies in future. By examining all these Research Findings and related Observations he has done during this research work, he recommends some measures to boost the Multiple Intelligence level of MBA students under NMU, Jalgaon. Along with that some other related recommendations which are required to make students more conscious about their own Career Planning by using Multiple Intelligence Approach, are also discussed herewith.

6.1. FINDINGS-

The journey of this research study started with a single idea and then developed with multiple aspects of it. With predicated objectives and systematic approach, the research process has been executed effectively. Then, the Hypothesis Testing and Data Analysis have been executed. The collected data became important result and information, after the analysis and it leads to findings of research study. It is an important part for every research study, as it can give clear idea of whole research work. For better understanding, researcher has segregated these Research Findings as per Data Analysis part, done in the earlier part of this chapter like-

1. Findings from Descriptive Analysis

2. Findings from Hypothesis Testing

3. Findings from Population Parameter Analysis

Each of the above part has been described as below-

6.1.1. Findings from Descriptive Analysis-

Through the Descriptive Analysis it has been observed that-
i. It is observed that the 63% respondents for MBA under NMU, Jalgaon (2001-2011) are Male where that of Female (37%). Also 66% students are basically from Urban (City) areas and 34% are from Rural areas.

ii. Most of the MBA students under NMU, Jalgaon (2001-2011) come from Commerce & Management stream (57%) while from Science (35%) and least from Arts (8%). Also most of these students have chosen Finance (45%), Marketing (24.7%) and HR (18%) as their specialization for MBA course. Less number of students has chosen technical specialization like Operations, System and Agriculture. For such technical specializations students with science background have observed more interested.

iii. The father of majority of the respondents has observed educated up to HSC & UG level. While Mother has observed educated, mainly up to Primary, Secondary and HSC level and few have observed educated UG & PG level.

iv. When it come to father’s occupation of respondents, it is observed that majority of the MBA students under NMU, Jalgaon have their father doing Service (47%) than that of doing Business (28%) and Farming (24%).

6.1.2. Findings from Hypothesis Testing-

Table No.-6.1

<table>
<thead>
<tr>
<th>Hypothesis Statement</th>
<th>Result</th>
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<tbody>
<tr>
<td>1. There is relationship between Multiple Intelligence Level of MBA Students under NMU, Jalgaon &amp; their career selection satisfaction.</td>
<td>By using Kendall’s Test of Correlation (Two-Tailed), the two variables are observed correlated with each other which accepts the Hypothesis 1. Means the relationship between MI level of MBA Students under NMU, Jalgaon and level of Satisfaction towards their career selection is observed exist.</td>
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2. There is relationship between Multiple Intelligence Level of MBA Students under NMU, Jalgaon & the need they feel to set career goal for effective career planning. By using Kendall’s Test of Correlation (Two-Tailed), the two variables are observed positively correlated with each other which accepts the Hypothesis 2. Means the strong and positive relationship is observed between MI level of MBA Students under NMU, Jalgaon and the need they feel to set career goal for their effective career planning.

3. There is relationship between Multiple Intelligence Level of MBA Students under NMU, Jalgaon & the need they feel for doing self assessment in their career building. By using Kendall’s Test of Correlation (Two-Tailed), the two variables are observed positively correlated with each other which accepts the Hypothesis 3. Means the strong and positive relationship is observed between MI level of MBA Students under NMU, Jalgaon and the need they feel to do the self assessment for building a good career.

4. There is relationship between Multiple Intelligence Level of MBA Students under NMU, Jalgaon & the need they feel to know own intelligences in specific skill areas. By using Kendall’s Test of Correlation (Two-Tailed), the two variables are observed positively correlated with each other which accepts the Hypothesis 4. Means there is the strong and positive relationship between MI level of MBA Students under NMU, Jalgaon and the need they feel to know own intelligence in specific skill areas (MI).

All four Hypotheses Results prove the relation between factors of Career Planning with Multiple Intelligences of Respondents which supports the Research Objectives. Also all the eight intelligences are observed correlated to each other.
6.1.3. Findings from Population Parameter Analysis-

In Population Parameter Analysis, the effect of some factors on the MI level of respondents along with responses of respondents related to some Career Planning questions are considered for the analysis purpose.

i. By comparing mean MI scores; Male respondents are observed stronger than Female in Linguistic, Mathematical/Logical, Bodily-Kinesthetic, Musical, Interpersonal and Naturalistic intelligence domains while Female observed stronger in domains like Visual and Intrapersonal intelligences.

ii. Urban Respondents by comparing mean MI scores are observed stronger than Rural respondents, in almost all intelligences except Bodily-Kinesthetic.

iii. After the comparison of mean MI scores; Respondents with technical specializations like Operations, System are observed stronger than that of others in Mathematical/Logical, Visual and other domains. Also it is observed that the respondents of these specializations have Science as their graduation. The respondents having specializations like HRM, Finance and Marketing are observed strong in Interpersonal domain.

iv. On the basis of comparison of mean MI score; it is observed that respondents with Science background are strong in almost all intelligence domains than who are from Arts and Commerce & Management background. Also, Arts background respondents observed stronger than Commerce & Management background respondents in all except Mathematical/Logical intelligence domains. Besides this, it is observed that 73% of the respondents having Commerce & Management background have chosen Finance as their specialization for MBA, while 42% of Science background respondents have chosen Marketing and 50% of Arts respondents have chosen HR as their
specialization. No Arts background respondent has observed with Finance as his specialization for MBA course.

v. Comparing mean MI scores, respondents, whose father is educated UG & PG, are observed stronger in almost all intelligence domains. Also, it is observed that as the education of father is more, more is the MI level of students. But, respondents whose mother is educated Secondary, HSC and UG, are observed stronger in almost all intelligence domains. Surprisingly, respondents having PG qualified mother, have scored lower in almost all intelligence domains.

vi. After comparison of mean MI scores; MBA respondents under NMU, Jalgaon having father doing Job/Service, are observed stronger in almost all intelligence domains. Respondents, having father as Businessman, are observed stronger than those whose father is Farmer. But they are observed weaker than whose father is doing Job/Service. Respondents, whose father is Farmer, are observed stronger in only Bodily-Kinesthetic intelligence domain.

vii. Respondents by comparing mean MI scores, who were studying their course at the time of data collection i.e. Current Students, are observed weaker in almost all intelligence domains than respondents who are Passed Out i.e. Alumni. It is, may be due to experience they have and enhancement of skills through their experience. This finding supports MI Theory of H Gardner (1983) which also accepts that the enhancement in intelligence level in each domain can be possible with systematic efforts and relevant experience.

viii. The respondents with higher mean MI score are observed more satisfied with their career selection. So, MI score and Career Selection Satisfaction are observed correlated which supports Hypothesis 1. Respondents with higher mean MI score, feel need of Self Assessment for better Career Planning more
than those with low score. Due to this, MI score and need of Self Assessment for better Career Planning realized by the respondents are observed positively correlated which supports Hypothesis 2. Same correlation is observed in case of MI score of the respondents and need to set Career Goal for effective Career Building felt by them, which support Hypothesis 3. Such correlation is also observed in case of MI Score and Need to know own Intelligence in Specific Skill Areas (Intelligence Domain) which supports Hypothesis 4.

ix. Out of 243 Current MBA students, 66.7% have selected MBA degree course as they have interest in this field, while 16% have selected it because of availabilities of jobs for MBA graduates. Besides this, 49.8% students want to do Job after their degree, 38% want to do business but after getting relevant practical experience through job, while only 9% want to either start a new business or handle existing one.

x. Out of these current students, it is observed that 64% think that doing MBA is necessary to furnish the skills they possess, where 14% think that it is required to get a well salaried job, 12% think that it is essential to get better post in organization where 10% think that it is a good degree to have.

xi. It is observed that 27% Current Students want to be supreme authority in next five years of their career, while 25% want to become business leader, 25% want to become a well salaried employee, 12% want to be an expert person in their specialization and 11.5% are still confused about what to do in next five years of their career. It shows the trend of MBA students under NMU, Jalgaon about their own Career Planning.

xii. It is observed that 31.7% Current Students think going through Conferences, Seminars or Workshops will help them to achieve their Career Goal, 24%
prefer to go for certification courses, while surprisingly, 21% student does not feel such need to take other efforts to attain their Career Goal. According to them the degree is sufficient for it.

xiii. It is also observed that 41.56% Current Students think that they possess required competencies to do job/business, 36.6% think that their hard work will help to get selected for job or to do business while 16.4% think their MBA degree will give them job and 5.3% think their strong reference or family background will help them to get job or to do business. This shows that only 42% students have clear idea about the requirements of corporate from the MBA graduates.

xiv. Out of 153 Passed Out Students, 35% are observed working at Middle Managerial Level, 27% are observed working as Administrative Assistant/Executive, 20% are observed working as Technical Expert, where only 8% are observed working at Administrative or Top Managerial Level and 10% are observed handling their own business/firm. This matches with their earning from their job or business. It is observed that 20% earn up to 2 lakhs per annum, 59.5% earn between 2 to 5 lakhs per annum where 20% earn more than 5 lakhs per annum. Besides this it is also observed that as position increases the earning of respondents and MI Level of the respondents increases. It is observed supportive to correlation between job position, earning and MI level of the respondents.

xv. In support of above findings, it is observed that 23.5% Passed Out respondents have experience up to 2 years, 54% have experience between 2 to 5 years, 6% have experience between 5 to 7 years and 15.7% have more than 7 years of experience. The MI Level of respondents observed increasing with increase in
respondents’ experience which clearly shows that with increasing experience MI Level increases and with increased MI Level earning also increases. Again all these variables are observed correlated with each other.

xvi. It is also observed that 44.4% Passed Out students are doing their current job/business as they are having interest in it, 23.5% are doing it as they are getting good income out of it, 20% respondents do their job as it gives them personal/family affiliation, while position/power of job/business make 11.8% respondents to do their current job/business.

xvii. It is observed that more than 60% of the Passed Out respondents think that they are doing, what they have expected to do at the start of their career, where 30.7% think that some of their expectations are fulfilled but some are not, while remaining respondents think that what they have expected was different than what they are doing at present. Besides this 33% respondents are observed, who think that they would be something better than now if they would have selected other course than MBA, where 36% are observed disagree with such point and 31% think averagely on it.

xviii. Also it is observed that 52.4% Passed Out respondents think that as they had required competencies furnished through their MBA degree course and experience have made them what they are today, while 32.7% think that their hard work made them, where 8.5% think that their MBA degree made them what they are today and only 6.5% think that their strong reference/family background made it. From this, the emphasis on competencies/skills in specific areas to get the employment is observed to be supported.

xix. 34.6% of the Passed Out respondents are observed suggesting MBA aspirants to prefer their interest while choosing Career Option or Goal. 25.5% are
observed suggesting giving preference to realize & to enhance own competencies. According to 22.8% Passed Out respondents, to give preference to available jobs in particular filed or side is helpful in career selection, where 13% are observed suggesting preferring career opportunities to select own Career Option/Goal. This result is observed supportive to the research study, where it also gives emphasis on Self Assessment and to know own intelligence or competencies before selecting any career option.

**xx.** With support to above finding, it is observed that 31.4% respondents suggest MBA aspirants to participate in conferences, seminars or workshops to attain the Career Goal, where 22.2% think that the degree is sufficient for it, 13% suggest to go for diploma course related to specialization, 7.8% suggest to go for any related certification courses which can help to enhance required skill and competencies, where 23.5% think that all of the above options are required to attain the Career Goal.

**xxi.** It is observed that 41.8% respondents who are Passed Out MBA students from NMU, Jalgaon who think that the Management concept in practice matches a little bit to what is being taught in classes, 27.4% think that they do not match at all while 23% think that they match with each other up to some extent. On the other side, it is observed that more than 90% respondents think that there should be more practical approach in the MBA curriculum. This clearly shows that passed out students who are now experienced employees of corporate, think that the MBA curriculum should have more practical approach in it so that it can become competent enough and can make students capable to meet corporate requirements.
xxii. The analysis done for MI score of 243 Current Students and basic Managerial Competencies, it is observed that in case of Linguistic Intelligence which deals with competencies like Communication, Leadership & Motivation and Problem Solving Ability; 7% respondents have scored between 21-25 (Strong Level), 49% between 16-20 (Moderate Level) where 44% have scored below 15 and need to take more efforts to improve it. In case of Mathematical/Logical which deals with competencies Analytical Ability, Decision Making Ability and Problem Solving Ability; 10% are observed Strong, 51% in Moderate while 39% need to take more efforts. For Bodily-Kinesthetic deals with competencies like Physical & Mental Fitness, it is observed that 15% are Strong, 47% are Moderate and 38% require more efforts. For Interpersonal Intelligence which is essential for competencies like Communication and Leadership & Motivation; 13% are observed Strong, 54% Moderate and 33% need more efforts to improve. In case of Intrapersonal which deals with competencies like Decision Making, Leadership & Motivation, Problem Solving and Mental Fitness; 11% are observed Strong, 51% Moderate and 38% need more efforts for improvement. For Visual which refers to competencies like Problem Solving & Mental Fitness; 7% are observed Strong, 47% Moderate and 46% scored below 15. In case of Musical Intelligence; 17% are observed Strong, 42% Moderate, 41% below 15. For Naturalistic 9% are observed Strong, 47% Moderate and 44% need improvement. These last two kinds are not directly required for managerial performance but they help to maintain mental and physical fitness.

xxiii. Again in case of 153 Passed Out respondents their score is observed better than Current Students. It is observed that for Linguistic Intelligence which deals with competencies like Communication, Leadership & Motivation and
Problem Solving Ability; 26% Passed Out respondents have scored between 21-25(Strong Level), 55% between 16-20(Moderate Level), where 19% have scored below 15 and need to take more efforts to improve it. In case of Mathematical/Logical which deals with competencies Analytical Ability, Decision Making Ability and Problem Solving Ability; 20% are observed Strong, 56% in Moderate while 24% need to take more efforts. For Bodily-Kinesthetic deals with competencies like Physical & Mental Fitness, it is observed that 11% are Strong, 70% are Moderate and 19% require more efforts. For Interpersonal Intelligence which is essential for competencies like Communication and Leadership & Motivation; 29% are observed Strong, 60% Moderate and 11% need more efforts to improve. In case of Intrapersonal which deals with competencies like Decision Making, Leadership & Motivation, Problem Solving and Mental Fitness; 5% are observed Strong, 47% Moderate and 48% need more efforts for improvement. For Visual which refers to competencies like Problem Solving & Mental Fitness; 12% are observed Strong, 70% Moderate and 18% scored below 15. In case of Musical Intelligence; 16% are observed Strong, 56% Moderate, 28% below 15. For Naturalistic 11% are observed Strong, 60% Moderate and 29% need improvement. These last two kinds are not directly required for managerial performance but they help to maintain mental and physical fitness.
6.2. RESEARCH CONCLUSION-

While concluding this research work, researcher remembers the statement of the famous book ‘Who Moved my Cheese?’ by Johnson Spencer that- ‘as more you run for your cheese, journey becomes more interesting’. Like this statement, researcher has experienced that to start research work is herculean task but once you start it with a systematic plan and process, it becomes more interesting and meaningful. Once you design a research and try not to leave a single stone unturned, you find something new under each of them. These new findings make you more curious, more conscious and more goal-oriented.

Beginning from single idea, the tree of research work spreads with several branches and aspects of that idea make research a good research. The researcher wanted to study the role of Multiple Intelligences in Career Planning of MBA students under NMU, Jalgaon. For that, he chose time period from 2001 to 2011. The Multiple Intelligences which as a subject is studied comparatively less in India. Where, many of the leading countries are applying it effectively for future by identifying its needs. Researcher wanted to show its use in the hot issue in Indian youth and labor market i.e. Career Planning. For that he decided objectives for his research study.

Here, researcher wants to highlight that these objectives have been achieved after executing whole research process systematically-

a. The first objective was- to study the Multiple Intelligences and its level among the MBA students under NMU, Jalgaon. Here, researcher has studied the level of Multiple Intelligences of MBA students from various angles and many aspects. Also he studied it by means of statistical & analytical way which helped him to attain this first research objective.
b. The second objective of research was to study the effect of various factors on the level of Multiple Intelligences among MBA students under NMU, Jalgaon. This objective has also been attained by studying the effect of factors like Gender, Native Area, Specialization, Graduation, Parents Education, Father’s Occupation and others by means of statistical ways.

c. The third objective of this research i.e. to study the relationship between Multiple Intelligences and career planning ability of MBA students under NMU, Jalgaon also fulfilled, as all the four research hypotheses were developed and tested statistically with SPSS (version 21) and the relation between Multiple Intelligence and Career Planning of MBA students of NMU, Jalgaon have been proved positively correlated. Each of the four Hypotheses has got accepted and the relation between the variables proved established, the result of which is also shown in findings.

d. The fourth one, i.e. to find the specific intelligence areas where the MBA students under NMU, Jalgaon need improvement to fulfill the corporate requirements, has also got attained. By studying and comparing Multiple Intelligence level of respondents and their basic Managerial Competencies required to be absorbed in corporate, researcher has observed such areas of intelligence (domains) where there is scope for improvement.

e. Where, in case of the fifth one i.e. to provide new insights for MBA faculties under NMU, Jalgaon to guide students for better career planning through use of Multiple Intelligences, from the variety of findings occurred through this research study, it has provided some new insights over the Career Planning aspect of professional degree course students like MBA. Through Recommendations mentioned further, researcher has also tried to provide some
fruitful means for better and effective Career Building of students by using Multiple Intelligence Approach.

In this way objectives of the research are observed to be achieved by the researcher by means of adequate supportive evidences appeared through extensive literature review, a well developed research plan and effective execution of it with appropriate use of traditional and advanced research tools.

Through the well planned Research Process and its effective execution, researcher achieved all the objectives of this Research Study. Also by applying Kendall’s Test of Correlation through SPSS he has tested all the hypotheses and has observed the relationship between Multiple Intelligences and Career Planning.

Along with extensive data analysis it can be said that with effective realization of own Multiple Intelligences MBA Students under NMU, Jalgaon can effectively plan their own Career and can achieve their desired Career Goal by developing required Managerial Competencies (ultimately Intelligence Domains in MI Theory) within them. But for that the collective & focused efforts from Students, Faculties, Corporate and Institutes are essential. This study can also be extrapolated with more deep research and can be found helpful for other students also.

By providing future scope for this research, researcher expresses his own interest to continue further research work in similar areas.
6.3. SCOPE FOR RESEARCH IN FUTURE-

The researcher has studied the concept of Multiple Intelligence and Career Planning as described in earlier chapters. It is an attempt to put an additional step forward towards making out MBA students more Career Conscious, proactive towards their own Career Building and more employable to get absorbed in corporate either as a good employee or an entrepreneur.

Through this, researcher has tried to touch every aspect which can be found important to explain this research topic. In spite of all, he wishes that more research work should be initiated in this field, as very little is done on this subject in India till date. According to him, there are some important parts and aspects on which the research work can be done. He wants to throw light on what kind of research work can be extended in future regarding Multiple Intelligence, Career Planning and related subjects. Some of such subjects are as follows-

a. The extended Multiple Intelligence categories like Existential, Spiritual and Emotional can also be studied deeply. The more research work is available on Emotional Intelligence and Leadership but in the aspect of Career Planning is being studied little and more work in this regard can be initiated.

b. Some of the aspects like relation between Family Income or Economic Status of students and their MI level can also be studied. Also, the social and religious status can be checked out so that we can help such students coming from them to choose better Career Options. But more cautions and support at legal, government and social levels will be needed for that.

c. Also, nowadays the Dual Career Groups are found in general part of the society. More number of female are found working effectively and efficiently in the
corporate and all walks of life. So the impact of such working mothers on the MI Level of their children can also be studied.

d. This research study is limited to NMU, Jalgaon. The comparative study of MI level of variety of students of various universities can be undertaken for research purpose.

e. Biological factors like MI level of parents and their children and related comparisons can also be studied.

f. Like Career Planning, the relation between MI level of students and their Employability can be checked out. The employability of emerging graduates is the hot issue in front of Human Resource & Social experts in India. Also this study can help to corporate to find out versatile workforce, which is not only qualified but employable also. Such research works can put some new insights for future.

g. The experiment can also be done, on the effect of the using MI Approach by institutes and faculties in the development of MBA or other students. The status of their development before MI Approach and after using it should be studied for that purpose.

Researcher has already taken steps to continue his research over some of the above issues.
6.4. CONTRIBUTION OF RESEARCHER TOWARDS THEORY OF MANAGEMENT-

The Theory of Management is developed with time. Many Management Thinkers, Researchers and Experts have put their valuable contributions towards it. The journey started from old views of Management has shifted now to modern thoughts and day by day it’s getting new shape.

Through this research study, researcher also tries to put his little contribution towards the concept of Career Planning and Development which is integrated part of Human Resource Management. Researcher wants to add his input in existing concepts that with better realization of own specific intelligence areas mentioned in Multiple Intelligence Theory of Howard Gardner; the job aspirants can lead to better Career Selection and more Career Satisfaction. There are various tools available for self assessment like SWOT and some others. But they provide comparatively less description about Career Selection aspect of an individual than that of which is provided by Multiple Intelligence Assessment. Also the relation between Multiple Intelligences and Career Planning lead to better selection of Career Choices which again leads towards Career and Job Satisfaction. It has already been proved that if selected employees are satisfied with their Career Selection and Job; their productivity increases and labor turnover reduces significantly.

By adopting Multiple Intelligence Approach not only for students in schools and colleges but also for employees to be selected in organizations; we can develop them with better Career Aspects. Such efforts can lead us towards smooth, inclusive and flawless management in organizations.
6.5. RECOMMENDATIONS-

6.5.1. Techniques to Improve Own Intelligence Domains (For MBA Students)-

According to MI Theory the Intelligence in specific area (Domains) can be enhanced with focused and purposeful efforts. So, here researcher recommends some of the techniques which can be found effective in this regard.

a. **Linguistic**- This kind of intelligence domain deals with the language and related skills. It can be boosted with purposeful use of language materials like reading books, magazines, audio books etc. Also one can play crosswords, word games, discuss with peers, friends to improve his/her abilities of this category.

b. **Mathematical/Logical**- This domain of intelligence can be enhanced through focused efforts like playing chess, trying to calculate shopping bills, remembering phone numbers, by preparing a virtual stock portfolio for self, reading math’s magic books etc.

c. **Interpersonal**- This kind of competence can be enriched by taking part in community project works or social works, by reading books available on communication, body language, by trying to understand people & their emotions etc.

d. **Intrapersonal**- This category of competence can be improved through making a habit to write a diary, doing meditation, yoga or by advising someone in your knowledge areas, self assessment etc.

e. **Visual/Spatial**- It can be boosted by playing video games, studying various computer applications and courses, by visiting art galleries and museums, studying maps, decorating own room etc.
f. **Bodily Kinesthetic**- To improve this category of intelligence one can put himself in playing some games involving physical movements like badminton, skating, tennis. Also he can take interest in some craft work at house.

g. **Naturalistic**- This kind of set of competencies can be improved by watching wild life and nature TV channels, by taking interest in gardening, by involving own self in campaigns like environment protections etc.

h. **Musical**- Intelligence of this category can be enhanced by listening favorite music, watching dance shows, singing shows, try to remember your favorite tunes, songs, play games like passing the parcel etc.

6.5.2. **Other Related Recommendations**-

a. **Career Counselor in MBA Institutes**-

Through this research, researcher feels a need to have a well educated and trained Career Counselor in each MBA Institute under NMU, Jalgaon. Yes, it is correct that the MBA students who are at their PG Level are mature enough to know the importance of career and what is right or wrong for their future. But they do not have any idea about practical & field knowledge, technical things like employability, career competencies, multiple intelligence domains etc. They have capacities but they need guidance for how and where to use them. It can be provided by Career Counselors. In first few months of their degree course, MBA students can get guidance from this counselor regarding issues related to Career Development. He can make them to take focused efforts to be employable and to create their own place in the employment market.

**Career Counselor can play various kinds of roles for students’ Career Planning and Development such as**-
i. He should make students able to assess themselves by using Multiple Intelligence Approach and let them know their strong and weak domains so that they can be directed towards taking such necessary efforts.

ii. He should be eye opener for them by making them to realize the corporate needs and their actual level of competencies.

iii. He should play a role of motivator by showing them the related Career Opportunities available for their specialization so that they can be motivated to grab them.

iv. He should help students in setting their own Career Goals and should guide them to take required efforts while attaining those goals.

v. He should play a role of guide to reduce students’ Career Anxiety through various Career Exploration activities.

A separate person can be appointed by the institutes for this or someone from the faculty members voluntarily can play such role. But the roles and responsibilities must be assigned formally. Interested faculty member or Training & Placement Officer can play such role more effectively.

b. Pedagogy used in Classroom Teaching-

Like this research study, the need to make MBA Curriculum more practical and industry oriented has come out through several researches. So to make changes in pedagogy being used by faculties in the classrooms has become more essential. Still majority of the faculty members seem stuck to traditional chalk & board approach. The teaching-learning process should be more live, participative and inclusive. For that researcher suggests some following measures to be undertaken-
i. Uses of practical Case Studies, Situational Teaching approach, Illustrative Techniques can make teaching-learning process more effective. Also the Multiple Intelligence Approach can be utilized for developing students’ abilities and competencies in right direction.

ii. Career Exploration Techniques like going through Career Centers, conducting Mock Interviews, playing Business Games and other such things can pull students towards the positive and directive effort taking attitude required for their skill development.

iii. Along with conventional methods, the innovative ideas should be developed by the faculty members in the way to nurture creative abilities of MBA students. Students should have full autonomy to choose their way to develop their own career beyond rigid and traditional ways.

c. A well focused Summer Internship Program (SIP)-

Though MBA students need to go through two months’ SIP in industry, the actual situation is different. There is need, to take serious efforts to make SIP more effective as it is like a soul of MBA degree course. Faculties and institutes must make students to complete their SIP sincerely. A concrete and uniform format for SIP should be prepared at University Level. Concerned Project Guides should make students aware about the role of SIP in their degree course and in future career. For that a Pre-SIP Guidance Program should be conducted through which students would have a proper idea of required things to do during their SIP and its importance too. The topics for SIP also should be decided through the discussions with concern Project Guide and Industry Guide. The compulsory and regular feedback system with concerned Project Guide should be established for solving students’ problems during SIP. If possible, the Project Guide should
discuss student’s progress with Industry Guide during his SIP. Again after SIP, **Post SIP Session** can be conducted to get the proper idea of SIP work done by students.

These practices are already famed by university and institutes but more practical approach is recommended. By taking such effort we can impart some professional and practical skills to our students.

**Some Other Recommendations**-

**d.** To make MBA students aware about the future competition in market with high priority to career advancements, **institutes should arrange competitive events** through which students can learn to compete in healthy way.

**e.** **Faculties & MBA students should regularly be in contact with experts from industry** so that they can keep a watch on changing needs of industry about required managers over there. **The gap between industry and academia can be bridged up** with focused and intentional efforts towards it. It will be easy if institutes, faculties and students keep touch with their Alumni i.e. their Passed Out students. Also the Council/Committee containing members from Alumni, Current Students, Faculties, Experts from Academics and Industry can be formed at Institute and University Level for such purpose.

**f.** The **Career Planning Guidance System** should be developed for MBA students where students can be guided to know own strengths & dominant intellectual capacity domains, for selecting appropriate specialization suitable for their career, to set appropriate Career Goals and to take required efforts to attain it.
g. Nowadays the organizations giving Recruitment Advertisements are expressing need of such candidates having strong Multiple Intelligence Domains specifically required for concern vacant positions. As in one of the Recruitment Advertisement for Marketing and Customer Relation Officers in Times Ascent (dated-18th June 2014) mentioning the need of such candidates who have strong intelligence in domains like Linguistic, Interpersonal, Intrapersonal and Visual etc. So it is like an alarm for the institutes as well as students and candidates to have knowledge of Multiple Intelligences and its related features.
6.6. CHAPTER CONCLUSION-

This chapter is comprised with the explanations of Findings from the previous chapter of Data Analysis and some recommendations along with future scope for research. Like previous chapter, researcher has explained all the findings related to each part of analysis.

Then he has concluded the whole research work done by him along with appropriate explanation. Besides this, he has explained the possible future scope for this research subject. Then he has recommended some measures to boost Multiple Intelligences level of respondents. He also has recommended some other measures to make students more career-oriented and more career-conscious.
REFERENCES FOR THIS CHAPTER-


