Chapter IX
Findings, Conclusions and Suggestions

9.1 Findings from survey
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**Introduction** - It is easy when you have a reputation. Consider Master Sachin Tendulkar example. It is like Sachin Tendulkar getting selected getting that automatic selection even when he is not in his prime, but to be there he had to perform at the highest levels in every match he played for about 15 to 20 years.

The college which is relatively new and want to improve on campus placement record, I provide top 10 tips based on our experience of more than 30 years in campus placement. It is based on the input from various Placement Officers who have been very successful and from very senior HRs. Sometimes even the God of Cricket needs to go back to his basics. So these tips could also be useful for colleges with great reputation and do campus placement day in and day out.

**9.1 Findings from survey conducted from various stake holders**

**9.1.1 Findings for Experts**

Different questions were asked and discussed with the experts. From their point of view:

1. **Selection criteria:** They preferred some kind of competitive examination to be conducted for selection of students for admission for management education. Research student conclusion is based on analysis of table no.7.1.1a

2. **Change in syllabus:** From the analysis of table no.7.1.1b, researcher concluded, that improvement must be made in present syllabus.

3. **After analysis of table no. 7.1.1c,** researcher concluded that it should include more industrial training.

4. **After analysis of table no. 7.1.4 and 7.1.7** researcher concluded that, Management education included various specialization according to need of the competitive market but many institute did not offer specialization other than traditional courses. It should include more case studies. Highly qualified and faculty with industry exposure will improve quality of syllabus.

5. **Analysis of table no. 7.1.5,** researcher concluded that inclusion of Management skills will improve quality of syllabus. Improvement in management students skill like, able to plan, organize, execution and control of activity, event or project, case analysis
analytical skill, smart working Conceptual skills, presentation skills, soft skill are essentials to bring improvement in syllabus.

6. After analysis of table no. 7.1.8, researcher concluded that these skills help management student to get better jobs.

7. Analysis of table no.7.1.5 and 7.1.7 researcher concluded that more specializations will them to get higher positions in the organization. It is observed that good percentage of management students are placed in the industry as compared to other graduates.

8. Analysis of table no. 7.1.9, researcher concluded that management students do have good opportunities in many sectors. Sector like manufacturing, service, banking, travel and many more. Due to management education, even they can start their own business or join family business. These are good opportunities for management students.

9. Analysis of table no. 7.1.12 and 7.1.13 researcher concluded that with some experience, they will have good career opportunities in the market as compared to others. Management student are preferred by many industries with high salary packages.

9.1.2 Findings for Placement agencies (Placement Department of Management Institutes)

Preferred management students for many organizations for recruitment. Placement agencies also look for the good candidate to place them in good organization. They felt that their selection must be based on common entrance base examination. It is observed that many shortfalls are present in the fresh passed out management students. They lack communication skill, soft skill, case study analysis and many more. They also lack communication skill, professional knowledge, dynamism, innovation, leadership skills. Many management institutes in Pune do not include curricular and co-curricular activities in the syllabus.

They also preferred management students for placement. They also agreed that management knowledge is essential for getting jobs in industries. During last five years, they placed good percentage of management students in the industries.
Placement agency also look for Management graduates with professional knowledge along with marketing, HR, Finance and many more specializations to place management students.

Industry exposure is must to improve quality of the management student. Faculties from industries will improve quality of management students. Skills like proficiency in interpersonal communication, Competence in Technical Matters, Thinking Creatively & Positively, Aptitude for Leadership, Ability to visualize the implications & consequences of actions & decisions, are lacking in the management students.

For management trainees, they would like to select students only by competitive examination. They prefer to service industry for the jobs. They prefer fields like international placements, research and development for management graduates. They find difference between the fresher and experienced management degree holder. Fresher need training after they join, experienced do not. Experienced persons are more effective than fresher students. Fresher puts more efforts whereas experienced plays skin saving tactics. Experienced management graduate is more valued and useful to industry.

9.1.3 Findings for Employers

Analysis of questionnaire and table from 7.3.1 to 7.3.27, researcher concluded that, employers were interested in recruiting quality management graduates as compared to other graduates. Research student comments are given below.

1. As compared to other graduates or other professional course students, employer preferred management students for the recruitment process.

2. As per them too, admission to management course should be based on national level entrance examination. This year AICTE has conducted unique NCMET test for admission to management course. Syllabus should be designed by involving experts from industry. Importance should be given to extracurricular activities. It should help student to improve skills required for managerial job. Competent, qualified faculty is also essential requirement for quality management education.
3. As per employer, MBAs produced are of not better quality. More attention should be paid to focus improvement of quality of management graduates for better career opportunities.

4. Present management schools have to look for global business scenario. To face the competition institutes need to make quality improvement.

5. Mix of management skills and professional knowledge, management student have good job opportunities in the industry as compared to other graduates. They pay higher salary to MBAs, they get higher position in their career very quickly as compared to other professional courses.

6. Employers think management knowledge and skill is essential requirement to get jobs in the industry.

7. They always looked smart MBAs with domain knowledge and skills such as Communication, and analytical skills, Presentation, team work, positive attitude, and ability to handle uncertain situations.

8. Employers suggested that faculty from industry will share their experience and knowledge to management students and it will improve quality of management graduates.

9. Employers observed that most management students do not prefer to stay at first job for long time, they change job for better prospects and for growth.

10. Employer would like to see major soft skill in his future employee. So they give more preference to management students in their regular or frequent recruitment process. During the training and probations, employers pay good salary to management graduates.

11. Employer think that management student have more career opportunities in many sectors like Service, Agriculture, Manufacturing, consultancy, government sector and NGOs.

12. To retain management graduates employer raise their salaries, motivate them for better work, quality work, and offer them promotions. Employer observed that as compared to fresher, experienced management graduates have more knowledge, skills and maturity. Experienced management graduate will be more helpful to the organization.
13. They are interested in exit interview for management graduates so that they get some important points to retain management trainees.

9.1.4 Findings for students (Graduate with management education)
Most of commerce students would like to prefer further management education with marketing, finance, human resource management and other subjects. Among them, some of would like to join their own family business and some would like to start own business. They also want excellent faculty members. They think that along with academic curriculum, industrial visit and internship will be additional value to management course. Most of the students would like to take admission in premier institutes. Non-premier institute have to focus more on improvement of faculty, library, industrial visit, internship, academic-industry relationship and many other factors.

9.1.5 Findings for students (Graduates only)
1. Around 50% of respondents are not satisfied with graduation degree.
2. More than 50% of respondents do not feel good that they will have good job opportunities after their graduation.
3. Majority of respondents (50%) would like to prefer post graduation in management along with some of professional certification too. 4.50% of respondents are satisfied with teaching methodologies adopted in their graduation institutions.
5. Among the respondents, more than 50% of respondents would like to be entrepreneurs in the market after their post graduation. This is good indication that many students wish to start their own business.
6. Many respondents would like to have good job in service industry. It also indicates that service industry is in Demand and proves hypothesis No.2

9.1.6 Findings for Principals
1. In few graduation colleges, placement activities are running.
2. Major students want job instead of to have their own business.
3. Majority of students preferred service sector as their employment.
4. Majority of students preferring higher education along with some of
professional qualification.

5. Majority of organization preferred only professional and management qualified Candidates. They are ready to pay higher salary as compare to graduate Candidates.

6. Very few colleges provided training to their students to start their own business.

7. From last three years, it had been observed that, many students have got job in service industry.

8. Few college have incubation center for creating new generation entrepreneur in their college.

9. Many college ready to support or to take support for placement from NGO, central and state government and private companies.

9.2 Findings from Desk Research

Introduction

Findings do not differ largely but they are based on opinions formed out of experience and are based on informal discussion and interviews with people. Main issues for discussion are Growth of Management Education in decade of 80s and 90s and growth of career opportunities. Other points are Quality of Management Graduates, Demand for them, and mismatch between demand and supply. Importance for service sector and its dependence on agriculture and Manufacturing sector is discussed. Answers to question like, why growth of management education? And why low qualities of Management graduates are produced is also discussed.

A. Growth of management education and its relation with increase in career opportunities, quality of Management graduates. And other issues. Findings are given below:

1. Management education has reached to large extent during decades of 80s and thereafter.

2. Quality of Management graduates is not maintained.

3. It is observed that large number of Career opportunities is available. New careers have been identified. There is mismatch between industry’s expectations from
Management graduates and quality of Management graduates produced.

4. We find that, there are large number of Career opportunities on one hand and at the same time large no. of Management graduates searching for the jobs.

5. Management graduates are more absorbed in service sector.

6. Performance of service sector is entirely based on performance of Agriculture and manufacturing sector.

7. We need to improve performance of service sector.

B. Research student has tried to find out reasons for low placements. Findings are given below:

1. Poor knowledge contents and insufficient skills taught during Management Education, do not to match requirements of job.

2. Their expectations are very high.

3. Their supply in MBA job market is more than requirement of Job market for MBAs. So their demand is less.

4. MBAs change jobs very often. Possible reason could be lesser or no growth opportunities.

5. MBAs lack industrial exposure. In most institutes internship training in industries are not mandatory.

6. They are not prepared to take jobs at rural and interior places.

7. They have to study old and outdated syllabus.

8. MBA teaching is done in set formulas.

9. They lack written English and presentation skills.

10. New specializations according to market requirements are not taught in syllabus.

11. They lack basic knowledge of computers and written English. And communications too.

12. There is no periodical checkup of quality of Management graduates passing out from Institutes.

13. AICTE, DTEand SSS, has control on only Infrastructure and administrative matters. No guidance is provided on improvement of quality of teaching.
C. Findings for more number of Management Institutes after 80s

1. Low entry barriers for to start management schools.
2. Management Institutes are looked as profitable business opportunities.
3. It is observed that founders of management Institutes have Political background or they hold political connections.
4. They are money making centers.
5. It is set formula to start Management institutes.

9.3 Findings from case study

Case study 1

Conclusions by Research Student

Research student strongly feels that Mr. Prasad Joshi is Classic example of passing out PGDM student. I am very mush sure that his dream will turn in to reality. His responses clearly speak about my research study assumptions.

1. There are more career opportunities For Management students. (MBA/PGDM)
2. Getting job is very easy for Management graduates.
3. They get very good salary at the start of the job.

Conclusions based on Mr. Prasad joshi’s responses prove study hypothesis (H1) that there are more career opportunities for Management students.

2nd assumptions for my study is that, service sector will gain more importance in coming future. (H2)

Mr. Joshi has said this in different words. His first choice for Job is in Finance sector. It indicates that there would be many more like Prasad Joshi willing to make career in Service sector. Hence I am very sure that Service sector will have many more Career opportunities in near future.

Banking, Insurance, financial investment companies, Private banks, Co-operative banks, Public sector banks, Equity trading, Investments in Futures and Options, are new upcoming fields which were not there 20 years back.
Case study 2
Conclusions by Research Student
Research student strongly feels that Mr. Priti Bhor is an example of passing out MBA student. I am very much sure that her dream will turn in to reality. Her responses are very clear and they speak about my research study hypothesis.
1. MBAs have more career opportunities.
2. Getting job is very easy for Management graduates. MBAs command good salary.
3. They have bright future.
Conclusions is based on her responses proves study hypothesis (H1) that there are more career opportunities for Management students.

2nd assumptions for my study is that, service sector will gain more importance in coming future. (H2)
Trading, Broking, Private banking sector, (New upcoming banks like IDFC), Insurance, financial investment companies, Co-operative sector, Public sector units, Equity trading, Investments in Futures and Options, are new service sector fields.
There are many MBAs from IIMs taking career in NGOs. This is new trend being set by IIM graduates and should be followed by Non IIM institutes too.

Case study 3
Conclusions by Research Student
Research student strongly feels that Mr. Harishkumar Deshmukh is an example of passing out MBA student. His responses are very clear and they are indicative of research study assumptions.
1. There are more career opportunities For Management students. (MBA)
2. Getting job is very easy for Management graduates.
3. They get very good salary at the start of the job.
Conclusions based on responses prove study hypothesis (H1) that there are more career opportunities for Management students.

2nd assumptions for my study is that, service sector will gain more importance in coming future. (H2)
Mr. Deshmukh said in his responses that his choice for Job is International Marketing. He is looking forward for many opportunities in Service sector. I am very sure that Service sector will have many more Career opportunities in new fields. Advertising, Distribution, Online purchase, B2B, B2C, Industrial Selling, Selling of Industrial products etc. They are upcoming fields in Marketing.

Case study 4

Conclusions by Research Student
Research student strongly feels that Mr. Mahesh Patil is passing out PGDM student from IMDR. I am very much sure that his plan to take up job in International Trade will be successful. He responded quite well but remained salient on few fronts. He spoke about research study assumptions.

1. There are more career opportunities for Management students. (MBA/PGDM)
2. Getting job is very easy for Management graduates.
3. They get very good salary at the start of the job.

Conclusions based on Mr. Mahesh Patil responses prove study hypothesis (H1) that there are more career opportunities for Management students.

2\textsuperscript{nd} assumptions for my study is that, service sector will gain more importance in coming future. (H2)

Mr. Mahesh Patil has said this in different words. His choice for Job is in export-import sector. It is service sector and it indicates that there would be more career opportunities in Service sector. Hence I am very sure that Service sector will have many more Career opportunities in service sector.

Case study 5

Conclusions by Research Student
Mr. Amol Rathod is student of MMS course at Mumbai. He is an Engineer too. An Engineer + Management qualifications makes good combination. They get job very easily. I am very much sure that he will get very good job. His responses are very near to research study assumptions.

1. There are more career opportunities for Management students especially with engineering background.
2. Getting job is very easy for Management graduates.
3. They get very good salary at the start of the job.

Conclusions based on responses prove study hypothesis (H1) that there are more career opportunities for Management students.

2<sup>nd</sup> assumptions for my study is, service sector will gain more importance in coming future.(H2)

Mr. Amol Rathod said that career opportunities will grow as time advances. B2B is an example of service sector opportunities. Mr. Amol Rathod wants to make career in service sector. Hence I am very sure that Service sector will have many more Career opportunities. He is placed in Mumbai and there is more possibility of very good opportunities in Mumbai than any other place.

**Case study No.6**

**Conclusions by Research Student**

Research student strongly feels that is an example of Mr. Vaibhav Pawar passing out MBA student. His responses are crystal clear and they are indicative of research study assumptions.

1. There are more career opportunities For Management students. (MBA)
2. Getting job is very easy for Management graduates.
3. MBAs get very good salary at the start of the job.

Conclusions based on responses prove study hypothesis (H1) that there are more career opportunities for Management students.

2<sup>nd</sup> assumptions for research study is, service sector will gain more importance in coming future.(H2)

Mr. Vaibhav Pawar said in his responses that he will take job in Marketing. He is looking forward for many opportunities in Service sector. I am very sure that Service sector will have many more career opportunities in new fields.

Right from selling credit cards, Dmat account, Mobile phones, on line purchase software’s, media advertising, print media Advertising, Distribution of Industrial goods, Selling of Industrial products, are new fields of service sector opportunities etc.

Fields mentioned above have good potential for many career opportunities in service sector. Optimism for growth in career opportunities in coming future has indirect
connection to study hypothesis. That proves hypothesis No.2 regarding importance of service sector.

**Expert**

**Case study 7**

**Conclusions by Research Student**

Research student strongly feels that Dr. P. C. Shejwalkar is an example of matured management thinker. His views for career opportunities for Management student are very clear and they are indicative of research study assumptions.

1. There are more career opportunities for Management students. (MBA)
2. Getting job is very easy for Management graduates.
3. They get very good salary at the start of the job.

Conclusions based on responses prove study hypothesis (H1) that there are more career opportunities for Management students.

2nd assumptions for my study is that, Service sector will gain more importance in coming future. (H2)

Dr. P. C. Shejwalkar said in his responses that he is looking forward for many opportunities in Service sector. I am very sure that Service sector will have many more Career opportunities in new fields. Travel, tourism, fertilizers, chemicals, more efficient hospitals, Hospitals at rural places, Construction, Development of SSI, Infrastructure development, are few fields to mention for further growth service sector. They are upcoming fields in service sectors. It will produce infinite career opportunities for Management student. It is supporting my hypothesis number 2.

(The service sector will gain more importance in the future.)

**9.4 Conclusions**

From considering all these factors following conclusions -

1. For selection of the students must be based on common entrance test, personal interview and group discussion.
2. Current syllabus is good but needs some changes. It should be industry based and,
more importance should be given to industrial exposure. Compulsory internship and Value added courses. Co-curriculum and extra curriculum activities and industrial visits will improve overall quality of management graduates

3. Appoint highly qualified and competent faculties to teach management subjects.

4. Improvement in the research and development department of the management institute. Very few management Institute have separate Rand D department.

5. As medium of communication reflects the knowledge that percolate in the brains and minds of the students for higher education. More emphasis on soft-skills i.e foreign language classes, communication skill, of professional skill, awareness about job, duties and responsibilities, knowledge, self confidence, analytical skills, skill knowledge, practical knowledge, creativity improvement.

6. As there is demand of many specialization in the industry, specialization like HR, Finance, Marketing, logistics, Operations have to be included.

7. Premier institute even have to improve all these courses at high end. At the same time non premier institute have to improve on to survive in the competitive age.

8. As employers give priority to management student in industry, management Institute has to improve and impart proper knowledge

Conclusion -

From survey conducted for students (graduates only)

From the data analysis and findings of the survey conducted for students (graduates only) researcher concluded that, numbers of respondents are not happy with graduation as a qualification for getting good jobs. Also they are prefers management, professional certification course in management. As per the respondents, they feel they will have good job opportunities after their post graduation in management or some of professional qualification which matches service industries requirements.

From survey conducted for Principals

From data analysis, it’s clear that under graduates students are willing to have professional qualifications as addition to their higher education/qualification. This indicates that there are less job opportunities for only graduates.
1. Also many jobs are available in service industry. It means that service sector is becoming more important.

2. College are helping student to start their own business. It shows that college wants student to be an Entrepreneur.

3. NGO, Govt. agencies, and some of private organization are also ready to support colleges, it shows that things will gradually improve and there would be many more jobs available for graduates’ student.

4. Many colleges are ready to take support for placement from NGO, central govt, or state govt. and private companies is indicative of the fact that jobs for only graduates are not very easily available.

5. Many principal of the colleges said that they do not have placement cell is also indicative that there are no job opportunities only for graduates.

9.5 Suggestions based on Data Analysis of various stake holders for the research study

Introduction: I collected information for research study from Experts, Placement Agencies, Employers, Students (Graduate with management education), Students (Graduates only), Principals. Based on Data analysis of information collected from above sources following suggestions are received. I give below the suggestions -

9.5.1 From Experts -

1. Change in syllabus: - Responses indicate that syllabus must be changed on regular basis and it must include industrial knowledge. Majority of Experts respondents would like change in syllabus and 24% of respondents would like to have more practical orientated syllabus. This calls for more Industry Institutes Interactions. (Table – 7.1.1b)

2. Industrial/Business training and exposure:-
Respondents indicate that each and every candidate must go through industrial training. Institutes and students are not giving much importance and taking lightly about industrial training. Majority of respondents 72% of respondents emphasised on industrial/business training and Industrial/business exposure. (Table.7.1.1.c)
3. **Co-curricular & extracurricular activities**: Management institute must conduct co-curricular activities to encourage leadership elements and organisation skills among MBA students. (Table 7.1.1.d)

4. **Quality of Education**: 60% of the respondents said that faculty should have experience of industry/Business as well as academic knowledge must be very strong. It will improve quality of management graduates. (Table – 7.1.1.e)

5. **Other specialization essential for Business management course**: Inclusion of subjects like Administrative skills and controls to improve Administrative efficiency. Many MBAs lack this skill hence it is suggested that inclusion will improve quality of management graduates. This will increase chances of more Career opportunities. Inclusion of Foreign language will also improve quality of management graduates. (Table 7.1.7).

6. **Career opportunities for the students with business management qualifications**: Table 7.1.9 indicates that there are more Career opportunities for Management graduates in Service Sector, hence it is suggested that specializations in Services in service sectors must be included in MBA syllabus.

9.5.2 **From Placement Agencies (Placement Dept. of Management Institutes)**

1. **Choice of Students for employment**: 37% respondents said that MBAs are preferred for jobs. It proves that Management graduates are more in demand, they have better career opportunities. (Table 7.2.1) Hence it is suggested that focused efforts should be made to improve quality of passing out Management graduates.

2. **Shortcomings / weaknesses amongst the students/necessity of soft skills**

Management graduates lack Professional skills, soft skills, self confidence, and technical skills too. (Table 7.2.3). 48% respondents (Table 7.2.15) said that Communications skills, and soft skills were not sufficiently provided to Management Graduates.

80% respondents suggested Institute must develop professional skills, Communication skills, Leadership elements, Innovation and soft skills, among management students. (Table 7.2.4)
3. Specialization in a Management Education:
Management graduates with modern H.R. policies, excellent communication skills, management graduates with engineering background and strong computer fundamentals, are essential specializations required in Management Graduates. More efforts should be made to improve further on these specializations. (Table 7.2.11)

4. Executives from Industries will improve quality of management graduates: -
Involvement of industry people will improve quality of management graduates. Table 7.2.12 indicate that respondents showed desire to include faculty from Industry.

5. Difference between the Management executives from Premier Institute, and other non-premier Institutes: - 55 % respondents said that there was huge gap between quality of Management graduates from premier Institutes and other non premier Management institutes. This clearly indicates that extra efforts should be made to improve quality of management graduates from other non premium institutes. ( Table 7.2.19 )

6. Preference in field, after acquiring management degree:-
52 % respondents said that managements graduate preferred jobs in service sectors. An interesting observation is only 22% preferred jobs in manufacturing sector. Here it is suggested that efforts should be made to make manufacturing sector more stronger than any other sector because Manufacturing sector is basic sector and other sectors are Dependent on manufacturing sector.( Table 7.2.21)

9.5.3 From Employers
1. The Quality of Management Graduates
MBAs produced through management institute are of not out standing or Excellent. More effort should be made for improvement of quality of management graduates. Suggested ways to improve quality is continuous change in Syllabus and Involvement of faculty from Industry (Table 7.3.3 )

2. Employers Expectations from Management Institutes
Quality of students passing out from non-premier management institute is not matching the with the expectations of employer. They need to improve on Professional Knowledge, communication skills, dynamisms, leadership, innovation and creativity and soft skills. (Table 7.3.4c). Understanding of implications and consequences of actions and
decisions. So it is suggested that improvement should be done on weaker areas mentioned above.

3. **Demands for management graduates in Industry**

Respondents (Employers) indicated that management graduates have better chances in getting employment in Industries (Table 7.3.9) 64 % respondents said so. Hence it is suggested that management education should be made available to all. It should reach to rural places.

4. **Employers preference for Specialization**

Employers prefer management graduate with strong domain knowledge and good communication skills. According to them analytical skills and presentation skills can be developed on the campus.

Positive attitude was more important for employers for recruiting management graduates. (Table 7.3.11) Hence improvement should be done in above mentioned areas.

5. **Employers expectations for Industry - Institutes interactions**

Table 7.3.12 indicates that involvement of faculty from Industry will improve quality of Management graduates. Faculty from Industry brings experience of business with them; hence it is beneficial for management graduates. It also means that one year internship for management graduates will definitely improve their understanding about business.

Employers preferred management graduates over other graduates. I suggest that more management graduates may be produced in coming future. (Table 7.3.18)

6. **Difference observed between fresher and experience students**

74% employers respondents said that experienced candidates have better practical knowledge, field experience, and better understanding of business problems. They are more mature. Hence it is suggested that at least 50% seats may be reserved for experienced candidates. (Table 7.3.26)
9.5.4 From Students (Graduates with management education)

1. Response for infrastructural facilities
Table 7.4.7 indicates that infrastructure facilities provided were not adequate. Students suggested improvements in infrastructure facility, availability of books in Library, better computer and Internet facilities, improved lodging and boarding arrangements, recreation centers, and sports facility.

2. Easy to get job after completing business management
In Table 7.4.10 student respondents indicated that it was not easy to get a job after completing MBA. That means quality of management education needs improvement. Based on this, it is suggested that management education requires quality improvement.

3. Experience from Industrial visits
Students’ respondents said that Industrial visits are not done seriously or if they happen they are looked as sightseeing tours. It defeats the basic purpose of Industrial visits. Hence students suggested better Industrial visits. (Table 7.4.12)

4. Management institute rating based on criteria
According to students’ opinion, Institutes did not provide guidance in practical training in Industry. They also failed in providing help and support for placements. Many said Institutes did not provide physical fitness facilities and no value addition support from the Institute. This is a clear indication that Institutes must improve on these areas. (Table 7.4.14)

5. Changes in teaching methods
Lectures and case studies are more often used teaching methods in Management Institutes. Simulation techniques, (Game theory), Role play, Field assignments are less used or not used, hence students suggested more use of new methods of teaching management subjects. (Table 7.4.16)

9.5.5 From Students (Graduates only)

1. Career options after completing graduation
60% graduate students informed that they wanted to become Entrepreneur. (Table 7.5.9). Research Student observed that very few graduate colleges have Entrepreneur
Development Cell. Many colleges have placement cell. Research student suggest that Entrepreneur Development cell should be established. It will help and provide guidance to Young graduates to become Entrepreneur.

2. Education after graduation

57% graduate students respondents said that they were willing to take further education in management. It shows we must make Education available to masses at cheaper rate. At present Management education is very costly and it is not available to all. (Table 7.5.11)

9.5.6 From Principals (Graduate colleges)

1. Help required from state governments/central govt./Industry associations and NGOs for providing employment opportunities to graduate students

All most all Principals indicated that they need help from NGOs/State Govt./Central Govt. and industry associations to provide jobs for graduate students. I also fees that this kind of help should be provided to colleges. It will help students to get a good job. (Table 7.6.13)

2. Availability of entrepreneur support center for new entrepreneur

90% of respondents said that Entrepreneur Support Centre was not available in their college. They showed need for such center to provide guidance for young entrepreneurs to start own Business. Hence it is suggested that creation of such center for young Entrepreneurs. (Table 7.6.11)

3. Student preference for Job over business

All most all Principals of Graduate Colleges indicated that Graduate students wished to take jobs after graduation. This is not good trend according to them. So it is suggested that more efforts should be made to change their choice from taking Jobs to becoming Entrepreneur. For this all colleges should have Entrepreneur development Centre. (Table 7.6.2)
9.5.7 From Desk Research by Research Student

The current management education system has proved well, as large number of Indian CEOs is doing well in many organizations. Many of them have emerged as global business leaders too. But still after studying this subject and various visits to management Institutes, there are some suggestions by research student.

1. **New Specialisations in management education**

The future management education will require specializations in different functions as well as in different sectors. For Example –

**Functional Areas:** Marketing, HR, Finance, System, Operations

In Marketing area -
- Market Intelligence
- Relationship Marketing
- Publicity and Public relations
- Logistics management
- Shipping
- Marketing finance

**Sectorial Areas:** Manufacturing, Service, Agriculture

- Readymade garments
- Mass production Technology
- Banking
- Insurance
- Organic Farming
- Erma Management i.e rural management
- Facility Management
- Retailing Management

**Entrepreneur Areas**
- Entrepreneur Development and Enterprise management

2. **Right combination of theory and practices should be encouraged.**

3. **Industry – Institute Interaction**
Industry – Institute should be increased by inviting industry managers to act as faculty. And send faculty members to work in the industry for at least ones in a term.

4. Consultancy by Management Institutes
Management Institute should provide consultancy services in all disciplines. More particularly in SME sectors (small and medium enterprises), which cannot afford consultancy fee from established consultancy organization.

5. Introduction of games based on management principals - Management Institute should organize management oriented games and exercises. This will increase competitive spirit, better understanding and interactions. (Lego-games etc.)

6. Involvement of faculty from Industry - Regular lectures should be organised by successful Entrepreneurs and professional managers.

7. Introduction of Trimester Pattern - Trimester system should be introduced. So that it is possible to introduce more subjects for shorter duration. This will give more exposure to management students for management subjects.

8. Universality of management knowledge - As management knowledge is universally applicable, Syllabus of reputed B-School in the world should be studied and new subjects and new pedagogies (i.e. teaching methodology) can be introduced which will be useful for Indian management education.

9. New Teaching Pedagogies - Continuous use of new pedagogies other than lectures and case study can be put to use.

10. Training Programme for management students - To arrange for job oriented training program for students. Also to arrange internship training programme for students in related business and industries.

9.6 Utility of the Study
My study is related to career opportunities for management students hence it will be useful to -

1. Management Students - It will help them to find out areas in which better and more career opportunities will be available. For Management students it will help them to choose specialization in 2nd year. This study will provide them guidance regarding which sector will have importance in coming future. It will also help them to decide upon career
path. Students will also come to know what Employer’s, Management Institutes are expecting from them.

2. **Employers** - This study will provide clear guidance to Employers and Corporates to decide upon recruitment of Management students. It will help to bridge the gap between Employers Expectations and Students expectations. It will help to decide upon sectors in which more and challenging career opportunities will be available.

3. **Management Institutes** - This study will prove pathway for transforming Management education in to a socio economic development of the country. This study will be guide Management Education Institutes to decide upon probable career opportunities in new sectors of employment. For example career opportunities in Service sector, Manufacturing or Agriculture sector etc.. This will help them to introduce new specializations in management education relevant to new career opportunities in near future. It will also help them to change in Syllabus According to requirements Employers. It will guide Institutes to understand changing situations in employment market.

4. **Graduating Students and graduate level colleges** - So far graduate level colleges have proved only Graduate Manufacturing Factories. This study will prove guide for them to decide upon which areas should be more focused? Which field there will be more career opportunities?
I am sure; my study will provide answers to all these fundamental questions related to students future.

5. **Employment Centers and Employment Exchange offices** - Finding Conclusions and suggestions of my study will be very useful to employment Exchanges. Employment Exchanges provide jobs to large no. of students. Students will get up to date information through these Employment offices.

6. **This study is more useful to rural youths** - Rural students are away from focused area. They do not receive benefits of such studies. This study will help them to understand more about career opportunities available in various sectors related to development of rural areas. Rural youth is unaware of careers available in Agricultural Sectors. This study will definitely improve their understanding about different Careers and career opportunities available for them.
7. **For Entrepreneurs** - Many entrepreneurs will benefit from this study. It will guide them for various opportunities in different sectors to start their business.

Summary:- I have tried to highlight importance of my study. I have also explained how study will be useful to Management students, Management Institutes, Employers, Employment Offices, Entrepreneurs and specially Rural youths.

Students at large are very confused about their careers and career goals in their life. My study will definitely help students to reduce confusions regarding different careers, career goals, career paths and career opportunities too.

9.7 **Scope for further Research**

**Introduction:** - While studying subject of Career opportunities for Management graduates, research student found many areas under which further research can be done. I give below few areas for further research.

The study was only focused to Management graduates from Pune looking for Career opportunities in and around Pune.

1. The scope of the research can further be extended to State level and National level
2. The research of career opportunities can also be done for other graduates not holding management Qualifications.
3. I also found many MBAs and Non MBAs making their career In NGOs. This area has large potential for career opportunities for graduates. Many IIM passed out MBAs have chosen their career in NGOs. This is new trend. This trend is also getting spread in IT sector. Many IT graduates after working for 10 years take deliberate sabbatical (break) for one or two years and prefer to join NGOs.
4. Research student strongly feels that career opportunities for management students in NGOs is probable area for further research.

Research student also observed that there are following untouched sectors, and there exists large potential for career opportunities.

1. **Agriculture**- Very few people choose opportunities in this sector in India. Agriculture related other fields are storage of Agricultural produce, Storage of grains, Vegetables, fruits. Easy transportation of agriculture produce. There is huge potential for careers in agriculture sector.
2. Export of agriculture produce - Fruits, Flowers, milk products and other items for export. This field has large potential and holds much scope for further studies. (Recently we read news that USA and UK returned huge quantity of substandard Mangoes.)

3. Readymade garments export - Very few MBAs choose to make career in this sector. This sector needs systematic study for career opportunities and there exist much scope for careful study.

4. Hotels and event management - This field lacks professional and educated manpower. Field is highly dominated by traditional Udupis. This sector has tremendous potentials for career opportunities and holds much scope for further studies.

5. Tours and travels - Here again there is presence of traditional and conventional people. This field need careful attention and really has large scope for career opportunities.

6. Cleaning and maintenance - This field is figured recently. With emergence of huge housing society, Commercial organizations, offices, Factories, Govt. establishments, Roads, malls, hotels and multiplexes. There is dire need of this kind of services. This field holds huge scope for study of career opportunities.

7. The new rule regarding corporate social responsibilities came in to existence recently. It says 5% of Net profit of private organizations must be spent for social cause. If it really happens then huge amount of revenue would be available for social development. This calls for brilliant management graduates who can manage funds meaningfully. This field calls for systematic study of opportunities. There is much scope for further studies.

Summary: - Research student has carefully applied his mind to find out some sectors and fields which hold scope for further studies. This is not the end. Sectors and many other areas are still in dark and likely to surface as time advances.