Chapter I

INTRODUCTION
Chapter I

INTRODUCTION

1.1 INTRODUCTION TO STUDY

“Developing a Model for Corporate Career Building Programme (CCBP) using HRM Tools and Techniques for Management Students in Pune City” This research study basically aims to build a successful corporate career of management students viz. MBA students of various management institutes affiliated to University of Pune, in Pune City. This study is a proactive approach of understanding Student’s corporate career aspiration as well as understanding Corporate Expectations from said MBA Graduates.

It is observed that all the MBA graduates do not become managers in their career. As per the changes in the dynamic environment and as per the changing priorities in their life, they decide their career goals and career path. Management students may consider following career options

- Entrepreneurship
- Corporate Jobs
- Academic/Teaching Profession
- Consultant(s)
- Researcher
- Any other Profession of their choice

The ‘MBA degree’ is not the career of ‘MBA’ graduates but it is a stepping stone towards their careers.

---

3 www.careeroptionsmagazine.com
1.2 NEED OF STUDY

Following were some of the key issues behind the selected topic for research study

- Career Planning and Counseling is one of the very important areas of Human Resource Development. As in today’s Knowledge economy, Career Planning\(^5\) Career Development\(^6\), Succession Planning etc. are very popular HR strategies crafted by the successful organization for talent retention.

- Considering the increasing demand for the management education at the global level and domestic level it becomes essential to identify the career needs of the ‘Management Students’ to plan their career in a very effective, proactive and logical manner. Considering this fact it was decided by the researcher to explore the said field and gain in-depth knowledge in the areas of ‘Career Planning and Counseling’ and apply it to the field of Management Education. Many universities, institutes, are putting their efforts for increasing the knowledge of these students in the field of management, but along with knowledge there is a need of ‘essentials skills enhancement’ for the future managers.

- Management Institutes organizes various seminars, soft-skill programmes, workshops but beyond these there is a need to give a comprehensive thought to plan and build the Career of Management Students.

---

\(^5\) www.careerplanningblog.com

\(^6\) www.careerkey.org
There is a need to Identify Compatible Careers. The choice of a right career is one of the most crucial decisions\(^7\). There have been many instances where academically brilliant students have failed miserably in their careers and vice versa. One of common important reason is they have opted wrong careers. Career decisions are very crucial but generally these decisions were taken by influence of family members, friends, area of interest and general knowledge about the various upcoming sectors. Therefore one must be extremely careful in choosing right career. A career should be a matter of choice not chance.\(^8\) Considering this fact this study will help the students to provide the right direction to build their career path in the field of management.

In selecting the right career, one could seek professional help through career counselors. These services are abundantly available in developed countries but in India there is a scarcity of professional career counselors. Professionals in counseling centers or career guidance centers spend a good part of their time assisting people. Fortunately, they have access to a variety of tests and inventories that help individuals to match them with a compatible career.

Although such inventories do not provide some magical right choice always, they usually furnish valuable leads, especially when the results are shared with a counselor. Some of well-known

---

\(^7\) Devajit Bhuyan (2007), Multiple Career Choices, Pushpak Mahal, New Delhi-110002, India, ISBN 81-223-0779-5, Pg. 11.

\(^8\) Devajit Bhuyan (2007), Multiple Career Choices, Pushpak Mahal, New Delhi-110002, India, ISBN 81-223-0779-5, Pg. 11.
inventories were: John Holland’s Self-Directed Search (SDS)\(^9\), Harrington-O'Shea’s Career Decision-Making System (CDM)\(^{10}\), System of Interactive Guidance and Information (SIGI)\(^{11}\), Strong-Campbell Interest Inventory (Sell)\(^{12}\). The result of above said inventories have proved helpful in predicting which individuals will remain in a given field. However, these inventories cannot predict their actual success in a given field, as there are many subjective factors involved especially personal motivation\(^{13}\)

The objective of selecting a compatible career is to help students in making the right choice in their career decisions and planning their career path which will add value in securing gainful employment and proper opportunities for self actualization.

According to the saying ‘Health is wealth’. The choice of one’s career should also be influenced by individual’s physical fitness throughout the entire life. It should allow healthy body and sound and an active mind.

Even a small step in the right direction counts far more than big strides in the wrong direction. Everybody has strength and weaknesses. The emphasis is to concentrate on developing one’s strengths. For this everybody should do their SWOT analysis before deciding their career. Once you make the right choice at the right time, half the battle is won.

---

\(^9\) [www.self-directed-search.com](http://www.self-directed-search.com)
\(^{10}\) [careercompetencies.org](http://careercompetencies.org)
\(^{11}\) [www.tntech.edu](http://www.tntech.edu)
\(^{12}\) [www.cpp.com](http://www.cpp.com)
\(^{13}\) [www.sales-train.com/Personal-Motivation.htm](http://www.sales-train.com/Personal-Motivation.htm)
While deciding the career another thing that should be noted promptly is the individual values. The values like truth, honesty, integrity, compassion and courtesy ensure a more peaceful and contented existence. There would be less disagreement in families, societies and nations if such values were inculcated and encouraged in the formative years. Highly materialistic Western Countries are today turning towards Eastern Countries values and spiritualism to fill the vacuums in their lives.¹⁴

While choosing a career one must give due importance to personal values and select a profession that is more in line with their values. An overemphasis on money can only lead to short term gains but long term unhappiness. Therefore an individual should think wisely well before opting for a career.

In addition in one of the survey conducted by a group of Indian Institute of Management (IIM)¹⁵ alumni in twelve Tier II cities, including Pune, has shown that the management and engineering graduates are not employable when recruited fresh from campus. The corporate were not happy with the fresh management and engineering graduates when they go to hire them during campus recruitment drives, as they don’t have employable skills. The job market is on the upswing but campus placements in Tier II colleges do not go beyond 40% while companies continue to complain about the lack of employable talent. This was another reason researcher decided to explore the present area of study.

---


¹⁵ Pune Mirror, 2-Aug-2010.
Apart from this researcher studied young executive’s view point as well. Almost every young executive when he/she take up his/her first job in an organization dreams of a career path, usually that of a corporate high-flier\textsuperscript{16}. Some people achieve their dream while other does not. The most common reason why some dreams are fulfilled is sincere effort combined with strong perseverance. Organizations have to help employees plan their career and manage them. The employees have to be given a chance to identify their own competencies and aptitudes and then right opportunities need to be provided. Organizations which help their employees in planning their career certainly enjoy the benefit of a motivated and loyal workforce. Organizations need to help employees in maximizing their career motivation\textsuperscript{17}.

1.3 STATEMENT OF RESEARCH PROBLEM

“There is gap between corporate expectation and corporate career aspirations of MBA graduates when it comes to employability”. It is observed that there is gap between corporate expectations from MBA graduates and corporate career aspiration of MBA graduates. Industry seeks employable graduates and not just graduates\textsuperscript{18}. Employment and Employability is always an issue. Even it is observed that academically brilliant students also miserably fail in their career and vice versa.

\textsuperscript{18} Bholanath Dutta, HRM Review, Employment and Employability, ICFAI University Press 2009, Pg. 17.
1.4 OBJECTIVES OF STUDY

1. To formulate the conceptual framework of career planning for Management Students viz. MBA students in Pune City.

2. To understand the corporate career aspiration of said MBA students to identify their preferences for career options.

3. To identify the corporate expectations for said MBA students to explore corporate career opportunities.

4. To study and identify effective HR tools and techniques for developing a model for Corporate Career Building Programme (CCBP).

5. To develop a model for Corporate Career Building Programme (CCBP) using HR Tools and Techniques.

1.5 HYPOTHESES

\( H_1 = \) Other things being equal the ‘Career Planning and Career Decisions’ are key inputs for selecting the suitable career options.

\( H_2 = \) The corporate selection of Management Trainee is guided by management skills, attitude, work culture, commitment, discipline, leadership qualities and hard work.

\( H_3 = \) MBA Students preferences for career options are influenced by Salary Package, Job Profile, Training and Development activities and Better Prospects for Growth.

\( H_4 = \) MBA students give priority in their career choice activities to employer.

\( H_5 = \) There is a need of developing a model for Corporate Career Building Programme (CCBP) for MBA Graduates by using Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis.
1.6 NATURE OF STUDY

Nature of study is descriptive\textsuperscript{19}. This includes surveys and fact-finding enquiries. The major purpose of the descriptive research is description of the state of affairs as it exists at present. In descriptive studies, the researcher gathers details about all aspects of a problem situation. Irrespective of the problem’s complexity it is necessary to design the research efficiently. Unlike exploratory studies\textsuperscript{20}, descriptive studies come under formal research, where the objectives are clearly established. The main characteristics of this research is that researcher has no control over the variables, one can only report what has happened or what is happening.

In the present study researcher put her efforts to understand the corporate opinion about the contemporary work environment, job market and their expectations from MBA graduates. At the same time researcher also made efforts to understand the corporate career aspirations of MBA graduates. Finally both the aspects described as it exist at present and identified the gap between both to provide logical solution to bridge the gap.

Another aspect of present study the researcher gathered details about various aspects of a problem under study. Further put best efforts to design research effectively. Further researcher also aimed at framing clear research objective for the purpose of detail investigation.

\textsuperscript{19} C. R. Kothari, (2004), Research Methodology Methods & Techniques, New Age International (P) Ltd., Publisher, New Delhi-110002, Pg. 2
\textsuperscript{20} C. R. Kothari, (2004), Research Methodology Methods & Techniques, New Age International (P) Ltd., Publisher, New Delhi-110002, India, Pg. 2
1.7 SCOPE OF STUDY

This study is applicable to all the MBA students of affiliated Management Institutes to Pune University within Pune City, conducting Master of Business Administration (MBA) course.

The current study aims to understand the MBA student’s corporate career aspiration about their corporate career. This study also focuses on understanding corporate expectations from said students to explore the corporate career opportunities.

Further it also focuses to evaluate overall status of the said MBA students to know their suitability for Corporate Career Opportunities. Duration of present study is five years i.e. from A.Y. 2008 to A.Y. 2013.

1.8 SIGNIFICANCE OF STUDY

The research output of this study will provide the right direction to build successful ‘Career Path\(^{21}\) for building corporate career of said MBA Students.

1. The research study focuses on designing a checklist of Strengths and Weaknesses of management students. This will guide them to eliminate or minimize their weaknesses, increase their strengths for suitable career options. The emphasis is to concentrate on developing one’s strength to achieve their career goals.

2. This will also help students to select right career which will suit their lifestyle, preferences, self-development plans, family and social environment etc. on long term perspective.

3. The focus of study is to achieve work-life balance and ensure healthy body, sound and active mind along with career development.

4. The CCBP model developed by researcher will help students to provide an opportunity to accommodate change in their career plan according to their changing needs and changing environment.

5. As truly said ‘Well begun is half Done’ likewise Effective Career Planning will give MBA students sense of satisfaction, confidence to achieve success in their career goals in right proactive manner which will further motivate them.

6. The research output produced through the structured path of research investigation will become a guiding multi-career plan for students, parents and management institution.

7. The research study will be useful to the Ministry of Human Resource Department (HRD) for formulating the perspective policy with reference to Human Resource Utilization.

1.9 RESEARCH APPROACH

In the present study researcher has formulated statement of research problem, research objectives, and hypotheses. In order to strengthen and expand the coverage of foundation of research study, an attempt is made to undertake the exercise of review of literature. This helps to develop the theoretical framework of

research exercise. In review of literature, a selective structured tailor cut approach is adopted. The structured analysis of review of literature is classified into five spectrums. First spectrum focused on review of related research articles written by well known academicians and research scholars. The researcher has taken untiring pains in selecting books and research articles on career planning and counseling for review and developing the conceptual framework of study.

The second spectrum was about Study of Predominant Career Theories wherein the researcher has undertaken the exercise of review of bench mark theories of career planning and development propounded by various research scholars.

The third spectrum focused on study of Career Planning and Development initiative taken by selected Top World Class Universities. Here an attempt was made by researcher to review career planning and development initiatives taken by the top world class universities across the Globe. Following universities were selected for the purpose of study viz. Massachusetts Institute of Technology (MIT), USA, Harvard University, USA, University of Oxford, UK, University of Cambridge, UK, Florida Atlantic University (FAU), USA, Queensland University of Technology (QUT), Australia, University of Melbourne, Australia, University of Toronto, Canada, Cornell University, USA and University of California (CAL), USA.

Fourth Spectrum was developed to review HR tools and techniques used for Career Planning and Development Activities.

---

23 www.virtualhabitats.com  
24 www.usnews.com
Researcher through various articles review and interaction with professionals identified the various tools and techniques of career planning and development. Further these selected tools and techniques developed by psychologist and professionals were focused for study and review for the purpose of developing clear understanding about their applications.

Last, the fifth spectrum covers the review of Development Profile of Pune City with special reference to development of Pune City as one of biggest ‘Education Hub’ popularly known as ‘Oxford of the East’. This Structured spectrum analysis of review of literature helped researcher to present an integrated theoretical approach for further research investigation.

Further for the purpose of logical and scientific enquiry researcher developed ‘Research Design’. It includes, Research Methodology, Sampling Design, Sources of Data Collection and tool used for data collection. Statistical Tools used for Data Analysis and Interpretations.

Primary Data were collected for two sets of respondent’s viz. MBA Students and Corporate Personnel which were further analyzed by using software like Microsoft Excel, SPSS 16 V. Based on the data analysis, interpretations research outcome was identified and documented as findings and conclusions were drawn for research study. At the end, researcher’s own contributions were discussed. From the research contribution researcher identified research

---

25 www.wikipedia.org/wiki/Pune
26 C. R. Kothari, (2004), Research Methodology Methods & Techniques, New Age International (P) Ltd., Publisher, New Delhi-110002, India, Pg. 31
limitations, this can be taken up as a scope for further study by the same researcher or any other researcher.

1.10 LIMITATIONS OF STUDY

1. This study is restricted to management students (MBA Students) studying in various management institute affiliated to University of Pune in Pune City.

2. Career planning and counseling is a very crucial and vast area which may not be completely explored within the stipulated time period.

3. The Study period under consideration is restricted to five years (i.e. 2008-2013) only.