INTRODUCTION

The present research study titled “Developing a Model for Corporate Career Building Programme (CCBP) using HRM Tools and Techniques for Management Students in Pune City” basically aims to provide a tool to build a successful corporate career of management students viz. MBA students of various management institutes affiliated to University of Pune, in Pune City with a proactive approach of understanding students corporate career aspiration as well as understanding corporate expectations.

It is observed that all the MBA graduates do not become only 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 take following career options like entrepreneurship, corporate jobs, academic or teaching profession, consultant, 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.

SIGNIFICANCE OF STUDY

Following were some of the key issues justifying significance of research study:

i. The research output of this study CCBP Model will provide the right direction to build successful ‘Career Path’ for Management Students. This will also help students to select right career
which will suit their lifestyles, preferences, self-development plans, family environment etc. on long term perspective.

ii. The CCBP model developed by researcher will help students to provide an opportunity to change their career plan according to the changing needs or changing environment. It will become a guiding multi-career plan for students, parents and management institution.

iii. The research study focused on designing a checklist of Strengths, Weaknesses, Opportunities and Threats of management students. This will guide them to eliminate or minimize their weaknesses and increase their strength for suitable career options. The emphasis is to concentrate on developing one’s strength to achieve career goals. In addition students will get fair idea of probable career opportunities and threats.

iv. The present research study also focused on designing competency mapping framework for said MBA students to support them to build desired competency for successful corporate career

STATEMENT OF RESEARCH PROBLEM

“There is gap between corporate expectation and corporate career aspirations of management students when it comes to employability” Industry seeks employable graduates and not just graduates. Employment and Employability is always an issue. Even it is observed that an academically brilliant student also miserably fails in career and vice versa.
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.

HYPOTHESES

H₁ = Other things being equal the ‘Career Planning and Career Decisions’ are key inputs for selecting the suitable career options.

H₂ = The corporate selection of Management Trainee is guided by management skills, attitude, work culture, commitment, discipline, leadership qualities and hard work.

H₃ = MBA Students preferences for career options are influenced by Salary Package, Job Profile, Training and Development activities and Better Prospects for Growth.

H₄ = MBA students give priority in their career choice activities to employer.

H₅ = There is a need of developing a model for Corporate Career Building Programme (CCBP) for MBA Graduates by using Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis framework.
NATURE AND SCOPE OF STUDY

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

RESEARCH DESIGN

Research approach is multidimensional. The details of data collection are as follows:

Data Collection: To collect the primary data a research tool, structured and segmented questionnaires was prepared for two target groups of respondents for research investigations.

1. A structured and segmented questionnaire-I for MBA students of various management institutes affiliated to University of Pune in Pune City. The sample size of 504 MBA students was selected from 16 Management Institutes.

2. A structured and segmented questionnaire-II for Corporate Personnel viz. HR Managers, Executives, Functional Managers who are directly or indirectly part of recruitment process of MBA fresher. The sample size of 128 corporate personnel was selected from 42 Multinational Corporations (MNC’s) of Pune City.

Secondary Data was collected by review of various books, magazine, Internet website, newspapers. Following spectrums were designed to study in more logical manner.

a) Articles Review

b) Analytical Study of Predominant Career Theories.
c) Review of HR Tools and Techniques used for Career Planning and Development Activities

d) Study of career planning and development initiative taken by selected top world class universities.

e) To study development Profile of Pune City

**Data Analysis and Interpretations**

Primary data collected for two sets of respondents viz. MBA Students and Corporate Personnel was analyzed by using software like Microsoft Excel, SPSS 16 V.

**Data validity and reliability**

Data validity and reliability were checked for two questionnaires. To check the reliability of data researcher has used Cronbach alpha reliability coefficient. Statistical Tools like Tables, Bar Diagram, Pie Charts, Percentages, Averages and Ratios etc. The researcher used bar diagram and Pie Charts, Line chart to show the trends at a glimpse. Further trends and behaviors of the variables were interpreted. For Testing of Hypotheses One Sample ‘Z’ Test and ‘Chi Square Test’ were applied. ANOVA, Multiple Regression was use to understand the relationship between Career options, dependent variable and Career anchors, independent variable.

**Analysis of Questionnaire I:** This questionnaire was analyzed to understand the trends in following segments:

A) Respondents Profile  
B) Self Awareness  
C) Corporate Career Aspirations  
D) Status of Information about World of Work  
E) Status of Basic Preparation for Job Search
Analysis of Questionnaire II: This questionnaire was analyzed to understand the trends in following segments:

A) Respondents Profile
B) Corporate opinion about contemporary work environment
C) Corporate Expectations from MBA Students

MAJOR FINDINGS

Objective No.1: To Formulate Conceptual Framework of Career Planning for Management Students viz. MBA Students in Pune City.

Findings: Researcher by collecting primary data studied various aspects about MBA Students in Pune City. Following segments were made for the purpose of study viz. Age Group and Career Stages of students, Self Awareness, Status of Information about corporate world, Status of Preparedness about Job Search and Trends in Contemporary Corporate World. The detailed study was done and reported in present thesis which is necessary to understand before thinking of career planning and development of said students. After review of this information career counselor, mentor will get fair idea about the subject matter under study.

The corporate selection of management trainees is guided by management skills, attitude, work culture, commitment, discipline, leadership qualities and hard work.

Major opportunities for MBA Graduates in the contemporary corporate world were as follows: global exposure, corporate jobs, advanced technology, knowledge society, early and faster career
growth professional grooming, earn while learn opportunities, good corporate governance, luxurious life, financial soundness. Major threats for MBA Graduates in the contemporary corporate world were personal issues, work-life balance, interpersonal issues, dynamic business environment, innovation and creativity, knowledge management, work stress, health issues, work force diversity multicultural environment, adaptability to change.

Industry Seeks Employable MBA Graduates and not just MBA graduates. There is wrong opinion that Qualification = Employability. The continuous development of employability skills of Management Graduates in proactive manner can only bridge the demand supply gap between industry and academia.

**Objective No.2:** To understand corporate career aspirations of said Management Students to identify their preferences for career options.

**Findings:** Majority students who take admission to MBA course have a dream of building successful corporate career. Further they gave preference to entrepreneurship as a second career option followed by Research and Consultancy. MBA Students' preferences for career options were influenced by Job Profile, Training and Development activities and Better Prospects for Growth.

The overall student's preferences were to explore following sectors viz: Education, Technology, Professional Services, Information Technology and Consumer Goods and services. Gender wise preference change was observed in the selection of
sectors. Majority of students prefer to work either in large or medium scale organization at top or middle level of Management because they will get wide exposure, opportunities, experience and growth.

Concerned students expect salary level between Rs.20,000/- to Rs.40,000/- per month at the beginning of their corporate career, which is higher than corporate offers. Majority of students expressed their willingness to work abroad in their lifetime but at the same time they expressed their willingness to settle in India finally. They prefer to work in countries like United States of America (USA), United Kingdom (UK), Europe and Middle East because of developed economy, more opportunities to earn money, dream, lifestyle and liking, security, safety and work environment etc.

**Objectives No.3:** To identify corporate expectations for Said MBA Students to explore corporate career opportunities.

**Findings:** Corporate Personnel expect Mid of A and B personality within Management Students. They search open, bold, Articulate, High level of energy and right attitude in them. Corporate prefer multi-skilling over specialized skills. Expected Knowledge, skills, attitude and qualities within MBA Graduates were as follows:

**Knowledge:** Knowledge about their own strengths, weaknesses, Opportunities and Threats, Skills, Interest, Values, Personality Type, Work Culture, Strong Fundamentals, Basic Business Awareness.
**Soft Skills:** Communication, Leadership, Problem Solving Skills, Adaptability, Innovation, Time Management, Interpersonal relationship, Teamwork, Grasp things quickly.


**Managerial Skills:** Decision Making, Planning, Organizing, Directing, Controlling and Coordinating.

**Attitudinal Skills:** Ethical Behavior (Transparency, Responsibility, Accountability, General Attitude) Concern for Environment and weaker sections of society.

**Essential Qualities:** Leadership, Confidence, sense of responsibility, Adaptable, Honest, Hardworking, Right approach, Commonsense, Self Discipline, Innovative.

**Objective No.4:** To Study and Identify effective HR tools and techniques for developing a model for corporate career building program (CCBP).

**Findings:** Researcher reviewed various HR tools and techniques viz. Harrington-O'Shea's Career Decision-Making System (CDM), System of Interactive Guidance and Information (SIGI), Strong-Campbell Interest Inventory (Sell), Big Five Model, Raymond Cattell’s 16 PF (Personality Factors), Myers-Briggs Type Indicator (MBTI), Competency Mapping, SWOT Analysis.

Researcher discussed with professionals to understand most effective, commonly used tools for career planning and development and identified two tools viz. Competency Mapping and SWOT Analysis Framework as effective tool. Accordingly researcher developed customized framework of SWOT Analysis.
and Competency Mapping and used them for Developing Corporate Career Building Programme (CCBP) Model.

**Objective No.5:** To develop a model for Corporate Career Building Programme (CCBP) using HR Tools and Techniques.

**Findings:** Researcher observed that there is a gap between corporate expectations and corporate career aspiration of said MBA students. The major reason for the gap is due to lack of information and knowledge about themselves and about corporate world. To bridge that gap researcher developed CCBP Model using Competency Mapping and SWOT Analysis.

**The major finding of the present research study is Corporate Career Building Programme Model (CCBP Model, Refer next page Pg.No. xiv) developed by Researcher.**

**What is CCBP Model?**
CCBP Model is the Corporate Career Building Programme Model designed to build the successful corporate career of MBA students in various management institutes affiliated to University of Pune in Pune City.

**Purpose of CCBP Model:** The purpose of CCBP model is to create the awareness among the students for their own career planning and development activity. Understanding self and exploring corporate world were the two significant aspects of CCBP Model. By means of self introspection and by gaining in-depth information about world of work this model will help students in identifying and crafting SMART career goal along with career path. This in turn will help students to identify compatible career.
The details of CCBP Model like: what is CCBP model? Purpose behind developing model, Guidelines for implementing CCBP Model was discussed in the thesis in detail.

This model will help students to identify their realistic career needs against the corporate career opportunities available so as to ensure corporate career success along with work-life balance.

CONCLUSIONS

1. In the country like India and more specifically in the Pune City still, it is observed that individuals take career decision based on their knowledge about the upcoming sector or by influence on family members and friends. Efforts are lacking in the professional approach to the area of career planning and counseling.

2. There are many Professional Career Counselors in abroad but there is scarcity of Professional Career Counselors in India.

3. Career Planning and Career Decisions’ are key inputs for selecting the suitable career options.

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

5. Industry Seeks employable graduates and a not just graduate i.e. There is wrong perception: Qualification = Employability.
6. There is a gap between corporate career aspirations of said MBA students and expectations of corporate from MBA Students.

7. Continues development of Employability Skills of MBA graduates can bridge the demand-supply gap significantly.

8. Employment opportunities for fresher in India have increased during last few years. The only way to have an edge over others in the job market is to assess oneself and put best efforts to develop required employability skills.

9. SWOT analysis and Competency Mapping is very essential and effective tool in the entire Career Planning and Development process. So there is a need to understand these tools and make effective use of it within the stipulated time frame.

10. To conclude, we can say that considering the due importance of subject matter this study aimed to develop a model for Corporate Career Building Programme (CCBP) which will help said students in their career planning activities and also guide them for understanding areas of improvement for the successful corporate career along with work-life balance in holistic manner.
SUGGESTIONS

1. There is need of proactive and Professional approach towards corporate career building program of MBA Graduates instead of mere training and development activities conducted at the Institute level. This can be achieved through establishment of exclusive ‘Career Development Centers’ at the institute level and university level to cater the career needs of students.

2. Holistic development of students needs to be ensured along with corporate career building program in the proposed Career Development Centers.

3. There is a need to create awareness about the self understanding, understanding and exploring the corporate world to understand the labour market trends, identify prospective employer, and grab the corporate career opportunity in given time frame.

4. Self assessment in regards to prospective employers is essential to set realistic career goals along with general attitude. There is need of identifying realistic career needs of an individual and to identify suitable corporate career opportunities so that Career Need Opportunities alignment is possible.

5. Importance and Concept of ‘Career Anchors’ need to be familiarized to identify one’s career anchor. Career Anchor is one of the most important parameter in career decisions of an individual. This can be done by organizing effective mentoring program.
6. Mentoring program need to be planned to guide students on various career issues, adapting to change, being flexible for compromise on Life Style, achieving Work-Life Balance, Professional Grooming, Ethical behavior, etc.

7. Self assessment in regards to prospective employers is essential to set realistic career goals along with general attitude. There is need of identifying realistic career needs of an individual and to identify suitable corporate career opportunities so that Career Need Opportunities alignment is possible.

8. Strategic view in career decision making need to be ensured, career should not be planned taking into consideration momentary interest of an individual.

9. To implement above mentioned suggestions it is advised to implement CCBP Model developed by researcher as all the above mentioned facts were considered by researcher while developing CCBP model for building successful corporate career of MBA Students.

10. Further it is suggested to understand the model follow the guidelines given and implement the model for achieving desired corporate career. Also it is suggested to use SWOT Analysis and Competency Mapping Framework developed by researcher while implementing CCBP Model.
RESEARCH CONTRIBUTION

Researcher formulated conceptual framework of career planning and counseling for said MBA students. This framework will act as guidelines for the career planning and development of concerned MBA students. Also these guidelines will help them in setting realistic corporate career goal instead of having unrealistic expectations.

Researcher developed customized framework of SWOT analysis and competency mapping to give strategic approach to the area of career planning of said MBA Students. Further these tools were used to develop CCBP Model for corporate career building programme of concerned MBA students.

The most important contribution of researcher to the present research study was researcher developed Corporate Career Building Programme (CCBP) model for the exclusive purpose of building successful corporate career of MBA aspirants as majority of them dreams for same.

SCOPE FOR FURTHER RESEARCH STUDY

Development of Skill Gap Inventory: Skill Gap inventory can be developed by understanding corporate skill set expectations And measuring actual skill set of MBA Students.

Development of Training Calendar: To bridge the above skill gap effectively and need based training program is expected. Schedule of all the training program can be summarized in Training Calendar. There is need for holistic counseling for the successful Implementation of CCBP model so appropriate counseling or mentoring program can be developed.