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ASSESSMENT OF UTILIZATION OF MANAGEMENT PROFESSIONALS ACCORDING TO THEIR QUALIFICATION LEVELS – A CASE STUDY OF DELHI

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Abstract: Technical and management education is very much on the agenda of the government of India under the popular flagship programme mission Skill India. Quantitatively India has made in road successfully in establishment of new technical and management institutions/colleges/universities in government as well as private sector. But majority of pass outs from these institutions are not up to mark qualitatively or not acceptable to employing industries. Quality of technical and management education has to be improved to make the pass outs employable to the industries. Continuous studies should be undertaken to assess the quality of pass outs. Quality of pass outs may be assessed through utilization of pass outs from technical and management institutions. Earlier National Technical Manpower Information System (NTMIS) under Institute of Applied Manpower Institute (IAMR) sponsored by All India Council of Technical education (AICTE) was conducting such studies regularly on annual continuous basis. The present paper has made an effort to assess of Utilization of management Professional pass outs working in industries in Delhi. A tracer survey was conducted among the recently pass outs. The following are some of the broad findings of the paper. Majority of management pass out Professionals were in regular employment and working in private sector and took minimum time to get their first employment (less than three months). Highest percent of management pass out Professionals got their first employment through newspaper/print media, getting monthly emoluments in the range of Rs.20,001-40,000 and employed in small size establishments. They were performing main functions such as production, repair and maintenance, logistics, stores, HRD, finance and administration

Key Words: Management Education, Managers, Quality, Qualification, Utilization

Introduction

In recent years especially during last decade technical and management education has become the main focus of government of India as well as State Governments. Government of India during last 10-15 years made lot of serious efforts in expansion of technical and management education by opening new institutions in government sector as well as in private sector. All India Council of Technical education (AICTE) has also been strengthened to expand technical and management education in India quantitatively and qualitatively. The responsibility was entrusted to AICTE to regulate and monitor the engineering and management education institutions in India at degree and diploma level.

The present National Democratic Alliance (NDA) central government headed by Shri Narendra Modi has been specially focusing on technical education including management education through its Skill India Mission and Pradhan Mantri Kaushal Vikas Yojana. Skill India is one of the important flagship programmes of the present government. Government of India has planned to open Indian Institute of Technology (IIT), National Institute of Technology (NIT) and Indian Institute of Management (IIM) at least one each in every state to enhance quality technical and management education in India. Due to this policy, majority of states presently have IIT, NIT and IIMs. Remaining states will be soon getting IIT, NIT and IIM. In recent years we have been witnessing mushrooming growth of private technical and management institutions such as universities and colleges etc. These institutes are more than their actual requirement. As resultant, lot of seats in engineering and management colleges in many states is lying vacant and they do not find candidates for admission.

Institutions providing qualitative education are in actual demand. Quantitatively we have reached at saturation level but qualitatively we have to improve a lot. Quality of institutions in respect to technical and management education both has to be improved so as to improve the employability level of pass outs. This is a very serious question and it has to be seriously addressed. Either the institution provides quality education or close down. Institutions will not be allowed to play with the future of students. Substandard pass outs technical and management professionals are no more demanded by industrial establishments. This question has been raised at many forums occasionally from time to time by industrial establishments and associations, government academia and policy makers. According to the third edition of the National Employability Report that there was a huge gap in skills of engineers, as needed, to work in large industry, less than 8 percent Indian engineers fit for core engineering role (Economic Times, 2016)¹.

AICTE in its wisdom put many inputs to improve the quality of technical and management educational institutions within its jurisdiction. AICTE run programme for faculty development and institution building for improvement of the quality of teaching staff. Quality of technical and management institutions depends upon many factors such as quality faculty, infrastructure, laboratories, R&D facilities networking with industrial establishments etc. All these play an important role in quality improvement. According to latest reports available in order to improve the quality of engineers and managers, AICTE has decided to cut down the seats available in India by 40 percent which is approximately 6 lakhs (India Times, 2016)².

To monitor the quality of institutions, National Accreditation Council (NAC) was set up with its headquarter at Bengaluru. NAC assess the quality of institutions based on specific indicators and grading the institutions. NAC conducts inspection of institutions and prepare the reports on quality of institutions and provide them with grade. In addition to NAC, some specific studies have been conducted from time to time. Some studies on quality aspects were conducted by then National Technical Manpower Information System (NTMIS), lead centre at National Institute of Labour Economics Research and Development (NILERD) erstwhile Institute of Applied Manpower Institute (IAMR) with its 16 Nodal Centers all over India funded by AICTE, Government of India,

Ministry of Human Resources Development, and New Delhi. NTMIS conducted studies on demand and supply of engineering and management professionals as well as utilization of professionals through establishment surveys and tracer studies of pass outs. NTMIS also prepared and published reports on Employment Scenario of Graduate and Diploma Engineers and management professional in India. Last report was published in 2010 of 2007 pass out batch of engineering degree holders. But NTMIS now has become history after celebration of its silver jubilee as AICTE decided to wind up the project. According to the study conducted by NTMIS on graduate engineers of 2007 pass out batch that average period calculated to be 5 months for getting first employment. On an average a fresh graduate engineer earns monthly emoluments of Rs. 16,094. Nearly 85 percent of employed engineers were working in their own field in their current job. Lowest percent of employed engineers were employed in small establishments (S.K Yadav and Vandana Shukla, 2010)³. In addition to above discussed agencies, All India Management Association (AIMA), New Delhi has also been doing pioneering work in the expansion of management education and research in India by providing quality education and training in management.

In view of above background, it is imperative that such type of studies may be conducted from time to time which reflects the quality aspects of technical and management professionals. Utilization of engineers has several dimensions such as sector and field of employment, rates of unemployment, primary activities and mobility (NAP, 1985)⁴. In this series Institute of Applied Manpower Research (IAMR) renamed as National Institute of Labour Economics Research and Development (NILERD) conducted a sample survey of industrial and other establishments where technical and management professionals are employed in 2013 in Delhi as a pilot project to set up National Information System for Technical Human Resource (NISTECHR). The sample survey was conducted in 239 establishments in Delhi. Sample establishments were chosen from central and state government and private establishments mainly from manufacturing, communication, construction, trade & hotels, education and public services etc. Size of the establishment was also considered as one of the criteria for selection of establishments for sample survey.

In the same establishments tracer survey was also conducted simultaneously to study the utilization of technical and management professionals those who passed out recently during last five years. The establishment and tracer survey was conducted through a set of structured questionnaire. The questionnaire was canvassed among selected establishments and technical and management professionals.

Since the area of utilization of technical and management pass outs is very much pertinent and important for technical and management education planners and policy makers in government, in view of this the present paper is an attempt to assess the utilization of management professionals passed outs recently.

Objective of the Paper

The paper has been prepared with the sole objective to assess the utilization of management professionals according to their qualification level passed outs recently in Delhi.

Research Methodology

IAMR conducted a sample survey of industrial and services establishments in 239 establishments and tracer survey of 70 management professionals passed outs recently in 2013 for setting up NISTECHR. The survey was conducted in Delhi on pilot basis. The survey was conducted through a structured questionnaire in the selected establishments and tracer survey among passed outs working in the same establishments. The data collected through this survey has been used and analyzed to prepare this paper and derive conclusions.

Utilization of Management Professionals

Utilization of management Professionals has been analyzed mainly in terms of functions performed, place of work, emoluments, Size and main activity of establishments where working, source of getting first employment, sector and nature of employment and time taken for getting first employment. Details of these items will be discussed as under.

Area of Residence

Sl. No.	Qualification Level	Area of Residence		Total
		Rural	Urban	
1	Ph.D.	1 (11.11) [11.11]	8 (88.89) [13.11]	9 (100.00) [12.86]
2	Post-Graduate	3 (6.98) [33.33]	40 (93.02) [65.57]	43 (100.00) [61.43]
3	Post-Graduate Diploma	1 (14.28) [11.11]	6 (85.72) [9.84]	7 (100.00) [10.00]
4	Graduate	4 (36.36) [44.45]	7 (63.64) [11.48]	11 (100.00) [15.71]
5	Total	9 (12.86) [100.00]	61 (87.14) [100.00]	70 (100.00) [100.00]

Table 1: Distribution of Management Professionals by Qualification Level and Area of Residence in Various Establishments of Delhi

- Note: 1. () Denotes percentage to Row total
 2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Analyses of data indicate that majority of management professionals recently passed out and employed were residing in urban area (87.14 percent) and remaining only 12.86 percent were residing in rural area. Qualification wise analyses observed that out of 9 PhD degree holders, one (11.11 percent) was residing in rural area while 8 (88.89 percent) were residing in urban area. Out of 43 post graduate management degree holders, 40 (93.02 percent) were residing in urban area and remaining 3 (6.98 percent) were residing in rural area. Out of 7 post graduate diploma holders, majority of them i.e. 6 (85.72 percent) were residing in urban area while remaining one (14.28 percent) was residing in rural area. Out of 11 graduate management degree holder Professionals, majority of them i.e. 63.64 percent were living in urban area while remaining 36.36 percent were living in rural area. Qualification wise analyses indicate that out of 9 management professionals living in rural area, highest 4 (44.45 percent) were graduates followed by post graduates i.e.3 (33.33 percent) and PhD & post graduate diploma holders one each. Out of total surveyed 61 management Professionals residing in urban area, highest 40 (65.57 percent) were post graduate management degree holders followed by PhDs i.e. 8 (13.11 percent) and graduates (11.48 percent) (Table 1).

Place of Work

Study indicates that out of 70 respondents, 87.14 percent were working in urban area and remaining 12.86 percent were working in rural area. Qualification wise analyses indicate that 6 (66.67 percent) PhD degree holders were working in urban area and remaining 3 (33.33 percent) were working in rural area. Out of 43 Post graduate management degree holders 90.70 percent (39) were found working in urban area and 4 (9.30 percent) were found working in rural area. Out of 7 Post graduate diploma holders, 85.71 percent (6) were working in urban area and only one was working in rural area. Out of 11 graduate degree holders, 90.91 percent (10) were working in urban area and only one was found working in rural area. Analyses of data concluded that majority of pass outs in all qualifications were working in urban area. A small fraction of pass outs were working rural area (Table 2).

Table 2: Distribution of Management Professionals by Qualification Level and Location of place of work in Various Establishments of Delhi

Sl. No.	Qualification Level	Place of Work		
		Rural	Urban	Total
1	Ph.D.	3 (33.33)	6 (66.67)	9 (100.00)

		[33.33]	[9.84]	[12.86]
2	Post-Graduate	4 (9.30) [44.45]	39 (90.70) [63.93]	43 (100.00) [61.43]
3	Post-Graduate Diploma	1 (14.29) [11.11]	6 (85.71) [9.84]	7 (100.00) [10.00]
4	Graduate	1 (9.09) [11.11]	10 (90.91) [16.39]	11 (100.00) [15.71]
5	Total	9 (12.86) [100.00]	61 (87.14) [100.00]	70 (100.00) [100.00]

Note:

1. () Denotes percentage to Row total
2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Main Activity of Establishments

Analyses of data revealed that out of 9 PhD degree holders, 8 (88.89 percent) were found employed/engaged in educational establishments only one was found employed in posts and telecommunications. Out of 43 post graduate degree holders, highest 22 (51.16 percent) were employed in educational establishments followed by Electricity, Gas and Water Supply establishments i.e. 13.95 percent. Out of 7 Post graduate diploma holders, highest 3 (42.86 percent) were employed in posts and telecommunications followed by 2 (28.57 percent) employed in financial intermediation establishments and one each equally employed in construction and educational establishments. Out of 11 graduate degree pass outs, highest 3 (27.28 percent) were employed in financial intermediation establishments followed by 2 (18.18 percent) each in manufacturing & Sale, Maintenance & Repair of Motor Vehicles, Motorcycles establishments. Over all scenario of all 70 management pass outs degree/ diploma holders indicates that highest 31 (44.29 percent) were employed in educational establishments followed by 7 (10.00 percent) in Electricity, Gas and Water Supply and 6 (8.57 percent) in manufacturing establishments Study observed that no one was employed in mining & quarry, wholesale trade, Transport & Storage, Public Administration and Compulsory Defence, Compulsory Social Security, Health and Social Work, Other Community, Social and Personal Service Activities establishments. 5 each (7.14 percent) were engaged in Hotel & Restaurants and Post & Telecommunications. 3 (4.29 percent) were employed in Sale, Maintenance & Repair of Motor Vehicles, Motorcycles. 2 each (2.86 percent) were employed in construction and electricity, gas & water supply and other activities establishments (Table 3).

Table 3: Distribution of Management Professionals by Qualification Level and Main activity of Establishments Where Employed

Sl. No.	Main Activity	Qualification Level				
		PhD	Post-Graduate	Post-Graduate Diploma	Graduate	Total
1	Mining and Quarrying	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]
2	Manufacturing	0 (0.00) [0.00]	4 (66.67) [9.30]	0 (0.00) [0.00]	2 (33.33) [18.18]	6 (100.00) [8.57]
3	Electricity, Gas and Water Supply	0 (0.00) [0.00]	6 (85.71) [13.95]	0 (0.00) [0.00]	1 (14.29) [9.09]	7 (100.00) [10.00]
4	Construction	0 (0.00) [0.00]	1 (50.00) [2.33]	1 (50.00) [14.29]	0 (0.00) [0.00]	2 (100.00) [2.86]
5	Sale, Maintenance & Repair of Motor Vehicles, Motorcycles	0 (0.00) [0.00]	1 (33.33) [2.33]	0 (5.89) [0.00]	2 (66.67) [18.18]	3 (100.00) [4.29]
6	Wholesale Trade	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]
7	Retail Trade	0 (0.00) [0.00]	1 (100.00) [2.32]	0 (0.00) [0.00]	0 (0.00) [0.00]	1 (100.00) [1.43]
8	Hotel & Restaurants	0 (0.00) [0.00]	4 (80.00) [9.30]	0 (0.00) [0.00]	1 (20.00) [9.09]	5 (100.00) [7.14]

9	Transport & Storage	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]
10	Post & Telecommunications	1 (20.00) [11.11]	1 (20.00) [2.32]	3 (60.00) [42.86]	0 (0.00) [0.00]	5 (100.00) [7.14]
11	Financial Intermediation	0 (0.00) [0.00]	2 (28.57) [4.65]	2 (28.57) [28.57]	3 (42.86) [27.28]	7 (100.00) [10.00]
12	Real Estate, Renting & Business	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	1 (100.00) [9.09]	1 (100.00) [1.43]
13	Public Administration and Defence; Compulsory Social Security	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (100.00) [0.00]	0 (100.00) [0.00]
14	Education	8 (88.89) [100.00]	22 (70.97) [51.16]	1 (3.22) [14.28]	0 (0.00) [0.00]	31 (100.00) [44.29]
15	Health and Social Work	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]
16	Other Community, Social and Personal Service Activities	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]
17	Other Activities	0 (0.00) [0.00]	1 (50.00) [2.33]	0 (0.00) [0.00]	1 (50.00) [9.09]	2 (100.00) [2.86]
18	Total	9 (12.86) [100.00]	43 (61.43) [100.00]	7 (10.00) [100.00]	11 (15.71) [100.00]	70 (100.00) [100.00]

Note: 1. () Denotes percentage to Row total

2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Employment Size of Employing Establishments

Analyses of data indicates that out of 9 PhD degree holders highest 6 (66.67 percent) were employed in 51-100 employees class size of establishments followed by 2 (22.22 percent) were employed in 10-50 employees establishments. Out of 43 post graduates, highest 14 (32.56 percent) were employed in 10-50 employees size establishments followed by 11 (25.58 percent) employed in 101- 500 employees size establishments and 9 (20.93 percent) employed each in 51-100 and <500 employees size establishments. Out of 7 post graduate diploma holders, highest 3 (42.86 percent) were employed in 51-100 employees size establishments and remaining 2 (28.57 percent) were employed each in 10-50 and 101-500 employees size establishments. Out of 11 graduate management pass outs professionals were employed highest 5 (45.46 percent) in 101- 500 employees size establishments followed by 2 (18.18 percent) were employed each in 10-50, 51-100 and <500 employees size establishments. Study observed that out of 70 management pass out professionals, highest 20 (28.57 percent) were employed in each in 10-50 and 51-100 employees size establishments followed by 18 (25.72 percent) employed in 101-500 employees size establishments and 12 (17.14 percent) were employed in <500 employees size establishments (Table 4).

Sl. No.	Qualification Level	Employment Size of Establishment				Total
		10-50	51-100	101-500	<500	
1	PhD	2 (22.22) [10.00]	6 (66.67) [30.00]	0 (0.00) [0.00]	1 (11.11) [8.33]	9 (100.00) [12.86]
2	Post-Graduate	14 (32.56) [70.00]	9 (20.93) [45.00]	11 (25.58) [61.11]	9 (20.93) [75.00]	43 (100.00) [61.43]
3	Post-Graduate Diploma	2 (28.57) [10.00]	3 (42.86) [15.00]	2 (28.57) [11.11]	0 (0.00) [0.00]	7 (100.00) [10.00]
4	Graduate	2 (18.18) [10.00]	2 (18.18) [10.00]	5 (45.46) [27.78]	2 (18.18) [16.67]	11 (100.00) [15.71]
6	Total	20 (28.57) [100.00]	20 (28.57) [100.00]	18 (25.72) [100.00]	12 (17.14) [100.00]	70 (100.00) [100.00]

Table 4: Distribution of Management Professionals by Qualification level and Employment Size of Establishments in Various Establishments of Delhi

Note: 1. () Denotes percentage to Row total
2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Nature of Employment

Out of 70 management pass out professionals, majority of them, 59 (84.29 percent) were in regular employment followed by 6 (8.57 percent) were on contractual/ ad hoc appointments and 3 (4.28 percent) were working on any other terms of employment.. Only remaining 2 (2.86 percent) were in temporary employment. Qualification wise analyses indicate that out of 9 PhDs 7 (77.78 percent) were holding regular employment position while one each was in temporary position and contractual/ad-hoc position. Vast majority of post graduates i.e. 37 (86.04 percent) were in regular position followed by 4 (9.30 percent) were on contract appointments and 1 (2.33 percent) each was in temporary and any other position. Out of 7 post graduate diploma holders, 5 (71.44 percent) were holding regular positions while one each was on contractual and any other appointment. Out of 11 graduate degree holders, majority of them i.e.10 (90.91 percent) were holding regular position in employment followed by 1 (9.09 percent) was on any other employment conditions (Table 5).

Table 5: Distribution of Management Professionals by Qualification Level and Nature of Employment

Sl. No.	Qualification Level	Nature of Employment				Total
		Regular	Temporary	Contractual / Ad-hoc	Any Other	
1	Ph.D.	7 (77.78) [11.86]	1 (11.11) [50.00]	1 (11.11) [16.67]	0 (0.00) [0.00]	9 (100.00) [12.86]
2	Post-Graduate	37 (86.04) [62.71]	1 (2.33) [50.00]	4 (9.30) [66.66]	1 (2.33) [33.33]	43 (100.00) [61.43]
3	Post-Graduate Diploma	5 (71.44) [8.48]	0 (0.00) [0.00]	1 (14.28) [16.67]	1 (14.28) [33.33]	7 (100.00) [10.00]
4	Graduate	10 (90.91) [16.95]	0 (0.00) [0.00]	0 (0.00) [0.00]	1 (9.09) [33.34]	11 (100.00) [15.71]
6	Total	59 (84.29) [100.00]	2 (2.86) [100.00]	6 (8.57) [100.00]	3 (4.28) [100.00]	70 (100.00) [100.00]

Note: 1. () Denotes percentage to Row total
2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Sector of Employment

Analyses of data indicates that out of 70 sample surveyed management professionals, majority of them i.e.60 (85.71 percent) got employment in private sector followed by 5

(7.14 percent) in central government and 4 (5.72 percent) in any other sector. Qualification wise analyses indicate that out of 9 PhDs, all were employed in private sector and one in government sector. Out of 43 post graduates, majority of them i.e.37 (86.05 percent) were in private sector followed by 3 (6.97 percent) in other sectors of employment. Only two were in central government and one was in state government. Out of 7 post graduate diploma holders, 6 (85.71 percent) were employed in private sector followed by one in central government. Among 11 graduate degree holders, highest 8 (72.73 percent) got employment in private sector followed by 2 (18.18 percent) in central government and 1 (9.09 percent) in other sectors of employment. No one was employed in state government establishments (Table 6).

Table 6: Distribution of Management Professionals by Qualification Level and Sector of Employment

Sl. No.	Qualification Level	Sector of Employment				Total
		Central Govt.	State Govt.	Private	Others	
1	PhD	0 (0.00) [0.00]	0 (0.00) [0.00]	9 (100.00) [15.00]	0 (0.00) [0.00]	9 (100.00) [12.86]
2	Post-Graduate	2 (4.65) [40.00]	1 (2.33) [31.25]	37 (86.05) [61.67]	3 (6.97) [75.00]	43 (100.00) [61.43]
3	Post-Graduate Diploma	1 (14.29) [20.00]	0 (100.00) [0.00]	6 (85.71) [10.00]	0 (0.00) [0.00]	7 (100.00) [10.00]
4	Graduate	2 (18.18) [40.00]	0 (0.00) [0.00]	8 (72.73) [13.33]	1 (9.09) [25.00]	11 (100.00) [15.71]
6	Total	5 (7.14) [100.00]	1 (1.43) [100.00]	60 (85.71) [100.00]	4 (5.72) [100.00]	70 (100.00) [100.00]

Note: 1. () Denotes percentage to Row total
2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Emoluments

As regards the monthly emoluments received by management professionals, out of 70 surveyed professionals, highest 24 (34.28 percent) were getting monthly emoluments in the range of Rs. 20,001-40,000 followed by 16 (22.86 percent) each in the range of Rs.10,001-20,000 and Rs. 40,001-60,000. 7 pass outs (10.00 percent) were getting monthly emoluments above Rs.60, 000 while 6 were getting monthly emoluments in the range of Rs.5001 - 10000. Only one was getting monthly emoluments less than Rs. 5000. Qualification wise analyses of data indicates that out of 9 PhDs, 4 (44.45 percent) were

getting monthly emoluments in the range of Rs. 40,001-60,000 followed by 2 (22.22 percent) each were getting monthly emoluments in the range of Rs.20, 001-40,000 and above Rs.60, 000. One (11.11 percent) was getting monthly emoluments in the range of Rs.10, 001-20,000. Out of 43 post graduates, highest 18 (41.86 percent) were getting monthly emoluments in the range of Rs. 20,001-40,000 followed by 11 (25.58 percent) in the range of Rs.40, 001-60,000 and 8 (18.60 percent) in the range of Rs. 10,001-20,000. Among 7 post graduate diploma holders 3(42.86 percent) were getting monthly salary in the range of Rs.10, 001-20,000. Two each were getting monthly emoluments in range of Rs. 5, 001-10,000 and Rs.20, 001-40,000.

Among 11 graduate degree holders, highest, 4 (36.36 percent) were getting monthly emoluments in the range of Rs. 10,001-20,000 followed by 2 (18.18 percent) each in the range of Rs.5, 001-10,000, Rs.20, 001-40,000 and above Rs.60, 000. One graduate pass out was getting in the range of Rs. 40,001-60,000. Analyses of data clearly indicate that PhDs and Post graduates were getting higher emoluments while graduate degree holders and post graduate diploma holders were getting the lower salary (Table 7).

Table 7: Distribution of Management Professionals by Qualification Level and Average Monthly Emoluments (Rs.) in Various Establishments of Delhi

Sl. No.	Qualification Level	Monthly Emoluments						Total
		Less than 5000	5001 - 10000	10001 - 20000	20001 - 40000	40001 - 60000	60001 & Above	
1	Ph.D.	0 (0.00) [0.00]	0 (0.00) [0.00]	1 (11.11) [6.25]	2 (22.22) [8.33]	4 (44.45) [25.00]	2 (22.22) [28.57]	9 (100.00) [12.86]
2	Post-Graduate	1 (2.33) [100.00]	2 (4.66) [33.33]	8 (18.60) [50.00]	18 (41.86) [75.00]	11 (25.58) [68.75]	3 (6.97) [42.86]	43 (100.00) [61.43]
3	Post-Graduate Diploma	0 (0.00) [0.00]	2 (28.57) [33.33]	3 (42.86) [18.75]	2 (28.57) [8.33]	0 (0.00) [0.00]	0 (0.00) [0.00]	7 (100.00) [10.00]
4	Graduate	0 (0.00) [0.00]	2 (18.18) [33.34]	4 (36.36) [25.00]	2 (18.18) [8.34]	1 (9.09) [6.25]	2 (28.57) [87.50]	11 (100.00) [15.71]
6	Total	1 (1.43) [100.00]	6 (8.57) [100.00]	16 (22.86) [100.00]	24 (34.28) [100.00]	16 (22.86) [100.00]	7 (10.00) [100.00]	70 (100.00) [100.00]

Note: 1. () Denotes percentage to Row total
2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Source of Getting First Employment

Survey outcome reflects that out of 70 total management professionals surveyed, highest 25 (35.71 percent) got first employment through newspaper/print media followed by 18 (25.71 percent) got first employment through campus placement. 11 (15.71 percent) got first employment through websites/internet and 9 (12.86 percent) were helped by friends and relatives in getting their first employment. 4 (5.72 percent) got first employment through service providers. 2 (2.86 percent) got first employment through other sources which are not specified. Only one got employment through employment exchange.

Qualification wise analyses of pass outs indicate that out of 9 PhDs, highest 6 (66.67 percent) got first employment through newspaper/print media and 1 (11.11 percent) each through employment exchange, websites/internet and helped by relative and friends. Out of 43 post graduates, highest 14 (32.56 percent) each got first employment through newspaper/print media and campus placements followed by 8 (18.60 percent) got first employment through websites/internet and 3 (6.98 percent) each through service provider and helped by friends and relatives. Out of 7 Post graduate diploma holders, highest 3 (42.86 percent) got first employment through campus placements followed by one each through newspaper/print media, websites/internet and other sources. Out of 11 graduate pass outs, highest 3 (27.27 percent) each got first employment through campus placements and helped by relative and friends followed by 2 (18.18 percent) through newspaper/print media and 1(9.09 percent) each through websites/internet, service provider and others. Study concluded that newspaper/print media and campus placements play an important role in getting employment followed by websites/internet. Role of friends and relatives cannot be ignored in getting first employment (Table 8).

Table 8: Distribution of Management Professionals by Qualification Level and Source of Getting First Employment

S No.	Qualification Level	Source of getting first employment								Total
		Campus placement	Through employment exchange	Public service commission	Newspaper / print media	Website / internet	Service provider	Helped by relative and friends	Any Other	
1	Ph.D.	0 (0.00) [0.00]	1 (11.11) [100.00]	0 (0.00) [0.00]	6 (66.67) [24.00]	1 (11.11) [9.09]	0 (0.00) [0.00]	1 (11.11) [11.11]	0 (0.00) [0.00]	9 (100.00) [12.86]
2	Post-Graduate	14 (32.56) [77.78]	0 (0.00) [0.00]	0 (0.00) [0.00]	14 (32.56) [56.00]	8 (18.60) [72.73]	3 (6.98) [75.00]	3 (6.98) [33.33]	1 (2.32) [50.00]	43 (100.00) [61.43]
3	Post-Graduate Diploma	1 (14.29) [5.55]	0 (0.00) [0.00]	0 (0.00) [0.00]	3 (42.86) [12.00]	1 (14.28) [9.09]	0 (0.00) [0.00]	2 (28.57) [22.22]	0 (0.00) [10.00]	7 (100.00) [10.00]
4	Graduate	3 (27.27) [16.67]	0 (0.00) [0.00]	0 (0.00) [0.00]	2 (18.18) [8.00]	1 (9.09) [9.09]	1 (9.09) [25.00]	3 (27.28) [33.34]	1 (9.09) [50.00]	11 (100.00) [15.71]
6	Total	18 (25.71) [100.00]	1 (1.43) [100.00]	0 (0.00) [0.00]	25 (35.71) [100.00]	11 (15.71) [100.00]	4 (5.72) [100.00]	9 (12.86) [100.00]	2 (2.86) [100.00]	70 (100.00) [100.00]

- Note: 1. () Denotes percentage to Row total
 2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Main Functions Performed

As regards the main functions performed in the employing establishments by the 70 sample surveyed management professionals, they were performing functions such as production, repair & maintenance, logistics, stores, HRD, finance and administration. Some of them were performing more than one function. 70 total management professionals were performing 80 functions. Out of 80 functions performed by management professionals in their employing organizations, highest 36 functions (45.00 percent) were performing any other functions other than the specified in the table. 18 (22.50 percent) were performing HRD functions followed by 13 (16.25 percent) were performing finance functions. 6 (7.50 percent) were performing production functions. Out of 9 PhD degree holders, highest 6 (66.67 percent) were performing any other functions other than the specified in the table and one each was performing production, finance and administration. Post graduate degree holders i.e. 48.00 percent were also performing any other functions other than mentioned. 30.00 percent were performing HRD functions. Out of 7 post graduate diploma holders, highest 2 (28.57 percent) each were performing finance and any other functions. One each was performing production, logistics and HRD. Out of 14 functions performed by graduate pass outs, highest 6 (42.86 percent) were performing finance followed by 4 (28.57 percent) performing any other functions other than specified. 2 (14.29 percent) were performing HRD functions and 1 (7.14 percent) each was performing production and repair and maintenance functions

Table 9: Distribution of Management Professionals by Qualification Level and Main Functions Performed

Sl. No.	Qualification Level	Main Functions							Total
		Product ion	Repair & Maintenance	Logistics	HRD	Finance	Admini stration	Any Other	
1	Ph.D.	1 (11.11) [16.67]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	1 (11.11) [7.69]	1 (11.11) [33.33]	6 (66.67) [16.67]	9 (100.00) [11.25]
2	Post-Graduate	3 (6.00) [50.00]	2 (4.00) [66.67]	0 (0.00) [0.00]	15 (30.00) [83.33]	4 (8.00) [30.77]	2 (4.00) [66.67]	24 (48.00) [66.67]	50 (100.00) [62.50]
3	Post-Graduate Diploma	1 (14.29) [16.67]	0 (0.00) [0.00]	1 (14.28) [100.00]	1 (14.29) [5.56]	2 (28.57) [15.38]	0 (0.00) [0.00]	2 (28.57) [5.55]	7 (100.00) [8.75]

4	Graduate	1 (7.14) [16.66]	1 (7.14) [33.33]	0 (0.00) [0.00]	2 (14.29) [11.11]	6 (42.86) [46.15]	0 (0.00) [0.00]	4 (28.57) [11.11]	14 (100.00) [17.50]
6	Total	6 (7.50) [100.00]	3 (3.75) [100.00]	1 (1.25) [100.00]	18 (22.50) [100.00]	13 (16.25) [100.00]	3 (3.75) [100.00]	36 (45.00) [100.00]	80 (100.00) [100.00]

Note: 1. () Denotes percentage to Row total
2. [] Denotes percentage to column total
3. Some were performing more than one function
Source: IAMR Survey, 2013

Time Taken for Getting the First Employment

Study revealed that out of 70 management professional pass outs, majority of them i.e. 54 (77.14 percent) took minimum time which is less than three months to get first employment followed by 9 (12.86 percent) took < 1 year and 6 (8.57 percent) took 4-6 months. Remaining 1 (1.43 percent) took 7-9 months to get first employment. Qualification wise analyses revealed that out of 9 PhDs, 6 (66.67 percent) took less than three months to get first paid employment followed by 2 (22.22 percent) took < 1 year and remaining one took 4-6 months. Likewise post graduate degree holders, majority of them, 35 (81.40 percent) took less than three months to get their first employment followed by 4 (9.30 percent) took < 1 year. Out of 7 post graduate diploma holders, highest 6 (85.71 percent) got their first employment in less than three months followed by one took more than a year to get first employment. Out of 11 graduate management pass outs, highest 7 (63.64 percent) got first employment in less than three months followed by 2 (18.18 percent) each got employment in more than one year and in 4-6 months (Table 10).

Table 10: Distribution of Management Professionals by Qualification Level and Time Taken for Getting First Employment

Sl.No	Qualification Level	Time taken for getting first paid employment					Total
		>3 months	4-6 months	7-9 months	10-12 months	< 1 year	
1	Ph.D.	6 (66.67) [11.11]	1 (11.11) [16.67]	0 (0.00) [0.00]	0 (0.00) [0.00]	2 (22.22) [22.22]	9 (100.00) [12.86]
2	Post-Graduate	35 (81.40) [64.81]	3 (6.98) [50.00]	1 (2.33) [100.00]	0 (0.00) [0.00]	4 (9.30) [44.45]	43 (100.00) [61.43]

3	Post-Graduate Diploma	6 (85.71) [11.11]	0 (0.00) [0.00]	0 (0.00) [0.00]	0 (0.00) [0.00]	1 (14.29) [11.11]	7 (100.00) [10.00]
4	Graduate	7 (63.64) [12.96]	2 (18.18) [33.33]	0 (0.00) [0.00]	0 (0.00) [0.00]	2 (18.18) [22.22]	11 (100.00) [15.71]
6	Total	54 (77.14) [100.00]	6 (8.57) [100.00]	1 (1.43) [100.00]	0 (0.00) [100.00]	9 (12.86) [100.00]	70 (100.00) [100.00]

Note: 1. () Denotes percentage to Row total
2. [] Denotes percentage to column total

Source: IAMR Survey, 2013

Conclusions

From the analyses of data the following conclusions may be drawn:

Majority of management professionals recently passed outs and employed were residing and working in urban area (87.14 percent) and remaining 12.86 percent were residing in rural area.

Out of 70 management pass outs degree/ diploma holders indicates that highest 31 (44.29 percent) were employed in educational establishments followed by 7 (70.00 percent) in Electricity, Gas and Water Supply establishments and 6 (8.57 percent) in manufacturing.

Study observed that out of 70 pass outs, 20 (28.57 percent) each were employed in 10 -50 and 51-100 employees size establishments followed by 18 (25.72 percent) employed in 101-500 employees size establishments and 12 (17.14 percent) employed in < 500 employees size establishments.

Out of total management professionals surveyed, majority of them, 59 (84.29 percent) were in regular employment followed by 6 (8.57 percent) on contractual/ ad hoc appointments and 3 (4.28 percent) were working on any other nature of jobs.

Majority of pass outs i.e. 60 (85.75 percent) got employment in private sector followed by 5 (7.14 percent) in central government and 4 (5.72 percent) in other sectors.

As regards the monthly emoluments received by management professionals, out of 70 surveyed professionals, highest 24 (34.28 percent) were getting monthly emoluments in the range of Rs. 20,001-40,000 followed by 16 (22.86 percent) each in the range of Rs. 10,001-20,000 and Rs. 40,001-60,000.

Survey outcome reflects that out of 70 professionals surveyed, highest 25 (35.71 percent) got first employment through newspaper/print media followed by 188 (25.71 percent) got first employment through campus placements.

The main functions performed in the employing establishments by the 70 sample surveyed management professionals, they were performing functions such as production, repair & maintenance, logistics, stores, HRD, finance and administration. Some of them were performing more than one function.

Study revealed that out of 70 management professional pass outs, majority of them i.e. 54 (77.14 percent) took minimum time which is less than three months to get first employment followed by 9 (12.86 percent) took more than a year and 6 (8.57 percent) took 4-6 months.

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