

# **Employment Profile of Management Graduates/Postgraduates in India:**

## **An Analysis**

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### **Introduction**

Education has become an important tool for development and modernization. It plays an important role as catalyst. It has also been considered as the gateway for employment. Hence, even the earnings, as different studies show, are related with the education levels. Employment has been the main purpose of attaining any level of education. Although, Late Shri Rajiv Gandhi, former Prime Minister of India has once said that we should delink education from the job market. But the fact remains that people are seeking education to get a respectable job. It has been observed that even if a farmer's son qualifies the high school, he does not want to work in the farm. Moreover, even the parents do not want him to engage himself in the farm activities. They in fact expect him to join the salaried job. It is more so in the case of the professionally educated person. Job remains the topmost priority of these professionals.

It has been observed overtime that the number of institutions as well as the number of enrolment has increased. On the other hand, the job market had been saturated due to recession and also because of more use of capital intensive techniques. As a

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I am thankful to Sh. S.K. Yadav, Ms. Vandana Shukla and Sh. Arun Kumar for preparing the base for this paper.

The views expressed in this paper are of the author and not of the organization in which he is employed.

result of this, capital use the growth in the economy has increased but the jobs have not been created in the same propensity (some economists call this phenomenon as “jobless growth”). Since the supply of professional manpower rose and job did not increase in that proportion, it might have given some pressure on the waiting period for getting job for the freshers and also in changing the job for experienced ones. Secondly, it may also have been adversely affecting the salary levels and also the field of work.

The present paper seeks to highlight the complete employment profile of Management degree holders of 2007 batch in India. The employment profile covers aspects such as waiting period for securing the first job, monthly emoluments, field of work, nature of main activity of employing establishments, size of employing establishments, main functions, and sector of employment and main source of employment.

### **Database and Methodology**

The data has been collected by the Nodal Center of National Technical Manpower Information System (NTMIS) through the tracer study (follow up survey). The data was collected from the pass-outs of 2007 batch. The data has been collected through a postal communication and also by personal contacts. As the data was collected, it was tallied and tabulated by the Nodal Centres spread all over the country. The data immediately was sent to the lead Centre of NTMIS which is situated at the Institute of Applied Manpower Research (IAMR), Delhi. The data was analysed at IAMR.

The data pooling was done since data come from different centres. Afterwards a percentage analysis has been made of the data and some graphs were drawn out of the data. The data which came from the Nodal Center was further processed and placed in various tables.

As has been mentioned earlier, there are eight aspects on which the data was procured. Now, we would discuss all of them discipline-wise and in full detail.

### **1. Waiting Period for getting First Employment**

The gestation period for getting employment is a very important determinant of effectiveness of the course. Less time taken to get job speaks of the relevance of the course and graduates waiting for more time to get job shows the ineffectiveness of the subject. In this section, we have analysed the management course.

The Management degree holders seems to have been taking less time in getting their first employment as compared to other degree holders (Yadav, 2010). Management degree holders took six months on an average in India. The scenario in the states shows that maximum time was taken by Jammu & Kashmir degree holders i.e. twelve (12) months followed by Punjab (eleven 11 months), West Bengal (ten (10) months) and Rajasthan (eight (8) months). As against this, while the minimum time for first employment was taken by Maharashtra pass-outs i.e. one (1) month, followed by Chandigarh (two (2) months and Haryana (four (4) months); Management degree holders of Assam, Arunachal Pradesh and Kerala took 7 (seven), 6 (six), 6 (six) and 4 (four) months respectively.

Time taken by the graduates for the absorption in various states depends on the level of job availability over there. This also suggests that less time is taken for the absorption where industrialization is higher and vice-versa. Let us take Maharashtra, Chandigarh and Haryana – all these states are highly industry-oriented ones. Hence, it may be put forth that time taken is more in those states where industries are less.

**Table 1.1: State-wise Average Waiting Period for Pharmacy, Management and HMCT Degree Holders of 2007 Batch in India for obtaining First Employment**

(in Months)

Sl. No.	States	Management
1	Chandigarh	2
2	Haryana	4
3	Himachal Pradesh	3
4	Jammu & Kashmir	12
5	Punjab	11
6	Rajasthan	8
7	Kerala	6
8	Arunachal Pradesh	6
9	Assam*	7
		-
10	West Bengal	10
11	Maharashtra	1
	<b>All India</b>	<b>6</b>

NA - Not Available

\* - Estimated

Source: NTMIS, IAMR Report, India, 2010

## 2. Emoluments

The emoluments are the most important element for attracting the best students of any subject. If salaries are higher, it would attract the high ranking students from the lot and vice versa. In the present case we explore about the Management degree holders. Therefore, the State and discipline-wise analysis has been made of the average emoluments in respect of fresh and experienced degree holders in Management. The results have been presented as follows.

Table 1.2 shows that the fresh management degree holders received maximum emoluments of Rs. 92,400 per month and minimum Rs. 2,500 per month in India. It is interesting to note that the average monthly emoluments received by the pass-outs were Rs. 23,000 per month.

The State-wise analysis of emoluments of fresh degree holders indicates that the maximum emoluments per month received by the pass-outs of Karnataka were Rs. 92,400 followed by Maharashtra (Rs. 71,000) and Kerala & Chandigarh (Rs. 40,000 each).

On the other hand, the minimum emoluments per month were received by the degree holders of Karnataka (around Rs. 2,500) followed by Kerala (Rs. 3,000) and Punjab (Rs. 4,000). However, the highest average emoluments were received by the pass-outs of Chandigarh (Rs. 29,167 per month) followed by Maharashtra (Rs. 25,978) and Arunachal Pradesh (Rs. 25,167). The lowest average emoluments were received by the pass-outs of Assam (Rs. 11,153) followed by Punjab with Rs. 12,375 and Kerala, around Rs. 13,928.

**Table 1.2: State-wise Average Monthly Emoluments of Management Degree Holders of 2007 Batch in India**

(in Rupees)

Sl. No.	States	Emoluments					
		Fresher			Experienced		
		Maximum	Minimum	Average	Maximum	Minimum	Average
1	Chandigarh	40000	17500	29167	40000	17500	29167
3	Haryana	30000	5000	12158	30000	5000	12158
4	Himachal Pradesh	27500	15000	18667	27500	15000	18667
5	Jammu & Kashmir	29000	7400	18204	30000	8000	19000
6	Punjab	25000	4000	12299	25000	7000	12375
7	Rajasthan	24000	6000	13729	24000	8000	14811
8	Karnataka	92400	2500	16478	92400	2500	16478
9	Kerala	40000	3000	13928	40000	3000	13928
10	Arunachal Pradesh	27300	20500	25167	27300	20500	25167
11	Assam	20000	6000	11153	20000	6000	11153
12	West Bengal	38000	9000	16139	38000	9000	17753
13	Maharashtra	71000	15000	24740	74550	15250	25978
	<b>All India</b>	<b>92400</b>	<b>2500</b>	<b>23000</b>	<b>92400</b>	<b>2500</b>	<b>24600</b>

NA - Not Available

Source: NTMIS, IAMR Report, India, 2010

### **3. Relevance of Education in Employment**

As mentioned earlier, education plays a very vital role in securing a job. In fact, most of the posts advertised prescribe a particular qualification and sometimes the experience attained. This aspect has been discussed widely by Mehta (1990), Balan (1992), Thakur (1997), Pruthi, Devi and Pruthi (2001), Schomann and O'Connel (2002), Rao (2003), and Bhuimali (2004).

However, the relevance of education for employment is judged by the fact that whether the degree holder is working in their own field of education or some other area and secondly, whether his education is utilised properly in his job.

It may be observed from Table 1.3 that, in Management a majority of pass-outs were working in their own field, both in current as well as in past job i.e. 83 and 75 respectively.

It may be derived based on the above analysis that majority of degree holders were working in their own field of education. It strengthens the basic idea that education is linked to the employment. The State-wise status of relevance of education for employment has been discussed below.

The analysis of the data placed in Table 1.3 indicates that highest percentage of degree holders working in their own field in current job was in the states of Chandigarh, Himachal Pradesh, Jammu & Kashmir (100 in all the states) followed by Karnataka (99) and Rajasthan (93); while in past job highest percentage of pass-outs who were working in their own fields belongs to the State of Jammu & Kashmir (100) followed by Kerala (99) and Karnataka (92).

Some states had equal percentage of pass-outs working in their own field both in current and past job. These states were Jammu & Kashmir, Punjab, Karnataka, Kerala, Arunachal Pradesh and Assam with 100, 62, 92 99 70 and 80 respectively. One may

understand by this trend that when percentages remained unchanged it reflects on the pattern of employment. It also means that employment diversification is taking place in the job market particularly after 1990's. More and more call centres have been opened and the job availability for a fresh MBA is relatively easier. Secondly, job creation in the same field has been slower. Some economists argued that there has been a jobless growth during this period. Probably, because of this fact job availability was less and a lower wage rate was offered. Putting this in a comparative framework with pharmacy, we may say that overall lesser percentage of management degree holders are working in their own field in current job than past job i.e. 83 and 75 respectively (Yadav, 2010).

**Table 1.3: Employed Management Degree Holders of 2007 Batch in India who are working in Their Own Field (in percentages)**

Sl. No.	States	Management	
		Current	Past
1	Chandigarh	100	31
2	Haryana	34	66
3	Himachal Pradesh	100	69
4	Jammu & Kashmir	100	100
5	Punjab	62	62
6	Rajasthan	93	98
7	Karnataka	92	92
8	Kerala	99	99
9	Arunachal Pradesh	70	70
10	Assam*	80	80
11	Mizoram	-	-
12	Tripura	-	-
13	Maharashtra	88	90
	<b>All India</b>	<b>83</b>	<b>75</b>

\* - Estimated

Source: NTMIS, IAMR Report, India, 2010

#### 4. Activity of Employing Establishments

Main activities of employing establishments in which Management degree holders were employed are Mining/Quarrying, Processing, Manufacturing, Construction Storages &

Communication and Transport, Electricity/Gas/Water and Sanitary services, Health, Education, Administration and other activities.

Table 1.4 shows that out of the total employed management degree holders of 2007 batch, highest percentage i.e., 43.77 were engaged in other industries followed by manufacturing establishments consisting of 20.57 and processing establishments with 12.07. However, the lowest percentage of employed management pass-outs were engaged in electricity/Gas/Water and Sanitary services which is around 1.44 followed by 1.63 per cent in mining/quarrying and health with 2.48 each.

It may be noted that in education establishments only 6.46 of the employed management pass-outs were working, while 5.14 of them were engaged in administrative type establishments. In storage, communication and transport establishments only 3.49 of pass-outs were engaged.

The State-wise analysis indicates that in majority of the states, highest percentage of employed graduate/post-graduate management degree holders were engaged in other industries/establishments. These states are Chandigarh with 57.65, Haryana with 70.74, Jammu & Kashmir 55.14, Punjab 62.09, Rajasthan 26.11, Karnataka 52.57, Kerala 82.54, Arunachal Pradesh 40.00 and Maharashtra 38.72. In Himachal Pradesh, highest percentage of employed pass-outs, i.e., 43.58 were engaged in administrative establishments. In West Bengal also highest percentage of them, i.e., 29.61 were engaged in administrative establishments.

On the other hand, the lowest percentage say 42.35 of degree holders were employed in administrative establishments in Chandigarh, while lowest percentage of Management pass-outs were engaged in education establishments in Himachal Pradesh i.e., 5.12 and in Assam 6.38 .



Similarly, the lowest percentage of management pass-outs were engaged in Health establishments in Jammu & Kashmir (1.87) and Maharashtra (1.96). While, the lowest percentage of Punjab pass-outs i.e., 1.37 were engaged in electricity/Gas/water and sanitary establishments.

Lowest percentage i.e., 0.71 of Rajasthan management degree holders were employed in construction establishments while in Arunachal Pradesh around 10.00 were engaged in manufacturing establishments.

As shown in Table 1.4, we may also note that Mining/quarrying establishments were employing the lowest percentage of management degree holders. This is true for states of Karnataka, West Bengal and Maharashtra who employ around 0.94, 0.52 and 1.97 respectively.

**Table 1.4: State-wise Distribution of Fresh Employed Management Degree Holders of 2007 Batch in India according to the Nature of Main Activity of the Employing Establishments**

(Per cent)

Sl. No.	States	Main Activity of Employing Establishments										Total
		Mining/ Quarrying	Processing	Manufacturing	Construction	Storage, Communication & Transport	Electricity/Gas/ water and sanitary services	Health	Education	Administration	Others	
1	Chandigarh	0	0	0	0	0	0	0	0	36	49	85
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42.35	57.65	100.00
2	Haryana	0	36	145	36	0	36	0	36	144	1047	1480
		0.00	2.43	9.80	2.43	0.00	2.43	0.00	2.43	9.73	70.74	100.00
3	Himachal Pradesh	0	0	9	0	8	0	0	4	34	23	78
		0.00	0.00	11.54	0.00	10.26	0.00	0.00	5.13	43.59	29.49	100.00
4	Jammu & Kashmir	0	0	5	2	0	0	2	5	34	59	107
		0.00	0.00	4.67	1.87	0.00	0.00	1.87	4.67	31.78	55.14	100.00
5	Punjab	0	30	118	0	20	10	39	39	20	452	728
		0.00	4.12	16.21	0.00	2.75	1.37	5.36	5.36	2.75	62.09	100.00
6	Rajasthan	55	129	311	10	44	30	120	270	78	370	1417
		3.88	9.10	21.95	0.71	3.11	2.12	8.47	19.05	5.50	26.11	100.00

7	Karnataka	40	408	528	120	209	70	129	249	269	2241	4263
		0.94	9.57	12.39	2.81	4.90	1.64	3.03	5.84	6.31	52.57	100.00
8	Kerala	0	7	26	11	17	0	9	36	4	520	630
		0.00	1.11	4.13	1.75	2.70	0.00	1.43	5.71	0.63	82.54	100.00
9	Arunachal Pradesh	0	0	1	0	2	0	0	0	3	4	10
		0.00	0.00	10.00	0.00	20.00	0.00	0.00	0.00	30.00	40.00	100.00
10	Assam	18	0	65	0	0	28	0	9	0	21	141
		12.77	0.00	46.10	0.00	0.00	19.86	0.00	6.38	0.00	14.89	100.00
11	West Bengal	4	48	98	48	34	24	6	184	228	96	770
		0.52	6.23	12.73	6.23	4.42	3.12	0.78	23.90	29.61	12.47	100.00
12	Maharashtra	246	2029	3273	430	443	123	246	606	293	4859	12548
		1.96	16.17	26.08	3.43	3.53	0.98	1.96	4.83	2.34	38.72	100.00
	<b>All India</b>	<b>363</b>	<b>2687</b>	<b>4579</b>	<b>657</b>	<b>777</b>	<b>321</b>	<b>551</b>	<b>1438</b>	<b>1143</b>	<b>9741</b>	<b>22257</b>
		<b>1.63</b>	<b>12.07</b>	<b>20.57</b>	<b>2.95</b>	<b>3.49</b>	<b>1.44</b>	<b>2.48</b>	<b>6.46</b>	<b>5.14</b>	<b>43.77</b>	<b>100.00</b>

NA - Not Available

Note: Figures in decimal show percentage of row total.

Source: NTMIS, IAMR Report, India, 2010

## 5. Size of Employing Establishments

The distribution of graduates of different disciplines according to the size of employing establishments gives an insight into various facts, such as, whether they are employed in formal, informal sector and/or micro, small, medium or large establishments. Establishments for simplification are distributed into six categories such as less than 20 employees, 20-99, 100-499, 500-2499, 2500-9999 and 10,000 & above employees.

The discipline and state-wise distribution of employed graduates is made according to the size of employing establishments. The detailed discussion on this issue has been done in the following section:

Table 1.5 gives data on the employed management graduates. It may be noted from the table that out of the total employed management degree holders, highest number i.e., 21.44 per cent were engaged in the establishments having employment size of 500-2499 workers followed by 20.93 per cent in the establishments having 20-99 workers and 18.52 per cent in the establishments having 100-199 workers. The remaining 15.29 per cent were seen working in the establishments having 2500-9999 workers and 12.09 in industries having more than 10,000 workers. It is interesting to note that only 11.73 per cent of the total degree holders were employed in micro and small industries having employment size of less than 20 workers.

So far we have been discussing the overall scenario of management graduates in India. The state-wise distribution of management degree holders according to different employment size of establishments has been elaborated as follows.

It has been observed that the highest percentage of management degree holders of Chandigarh i.e., 78.82 per cent was employed in industries having size of 10,000 and above workers; whereas in the case of the Arunachal Pradesh the Highest percentage of post-graduates i.e., around 60.00 per cent were engaged in the establishments having

employment size of 500-2499 workers. Similarly, in Rajasthan and Assam the highest percentage of degree holders i.e., 37.19 per cent and 21.28 per cent respectively were employed in the establishments which were having employment size of 100-499 workers.

In West Bengal, the highest percentage i.e., 47.79 per cent and in Kerala 33.65 per cent management post-graduates were found to be employed in the establishments having size of 2500-9999 workers. While this percentage has been 19.63 per cent in the case of Karnataka who were employed in the industries having employment size of 20-99 workers.

The similar percentage in Haryana was 24.39 per cent and in Punjab 24.31 per cent who were employed in micro and small industries having employment size of less than 20 workers. As against this, it may also be noted that the lowest percentage of Rajasthan i.e., 4.41 per cent and Maharashtra 9.24 per cent were employed in the establishments having employment size of 10000 and above workers. In a similar way the lowest percentage of post-graduates of some states such as Haryana i.e., 7.30 per cent, Jammu & Kashmir around 1.87 per cent, Punjab (4.12 per cent). While in Karnataka 13.09 per cent and in Assam 10.64 per cent were engaged in the establishments having employment size of 2500-9999 workers.

In Chandigarh the lowest percentage of management degree holders i.e., 21.18 per cent were engaged in the establishments having employment size of 100-499 workers. In West Bengal this percentage is 3.38 per cent who were employed in the establishments having employment size of 20-99 workers. While the percentage for the same in Himachal Pradesh is 7.69 per cent and in Kerala 0.32 per cent who were engaged in micro and small establishments having the size of less than 20 workers. It may be noted from the above analysis that highest and lowest percentages of the graduate employed are different in different states. It may also be noted that the size of establishments were different.

**Table 1.5: State-wise Distribution of Employed Management Degree Holders of 2007 Batch in India according to Size of Employing Establishments**

Sl. No.	States	Number of Employees				
		Less than 20	20-99	100-499	500-2499	2500-9999
1	Chandigarh	0	0	18	0	0
		0.00	0.00	21.18	0.00	0.00
2	Haryana	361	325	289	144	108
		24.39	21.96	19.53	9.73	7.30
3	Himachal Pradesh	6	8	21	9	11
		7.69	10.26	26.92	11.54	14.10
4	Jammu & Kashmir	0	31	55	5	2
		0.00	28.97	51.40	4.67	1.87
5	Punjab	177	167	127	89	30
		24.31	22.94	17.45	12.23	4.12
6	Rajasthan	122	211	527	376	107
		8.61	14.89	37.19	26.53	7.55
7	Karnataka	667	837	767	647	558
		15.65	19.63	17.99	15.18	13.09
8	Kerala	2	62	161	159	212
		0.32	9.84	25.56	25.24	33.65
9	Arunachal Pradesh	0	0	4	6	0
		0.00	0.00	40.00	60.00	0.00
10	Assam*	20	24	30	24	15
		14.18	17.02	21.28	17.02	10.64
11	West Bengal	22	26	58	182	368
		2.86	3.38	7.53	23.64	47.79
12	Maharashtra	1234	2968	2065	3130	1991
		9.83	23.65	16.46	24.94	15.87
	<b>All India</b>	<b>2611</b>	<b>4659</b>	<b>4122</b>	<b>4771</b>	<b>3402</b>
		11.73	20.93	18.52	21.44	15.29

NA - Not Available

\* - Estimated

Note: Figures in decimal show percentage of row total.

Source: NTMIS, IAMR Report, India, 2010

## 6. Main Functions performed

The data also highlights the nature of main functions of the Management degree holders of 2007 batch. The main functions include teaching/training, production/operation, services/sales/purchase, maintenance & repairing, store management, administration, research & development, software development, hardware and other functions. The state -wise main functions performed have been discussed below.

It may be noted from Table 1.6 that out of the total employed management degree holders, highest percentage of them i.e., 40.74 per cent were performing the jobs of services/sales/purchase followed by others activities (14.03 per cent) and administration related jobs (11.08 per cent). While the lowest percentage of them (1.01 per cent) were performing the jobs of maintenance & repairing followed by hardware (2.24 per cent) and software activities (3.09 per cent). The remaining employed management degree holders were performing teaching or training jobs (6.92 per cent), 6.59 per cent were in store management, and 3.52 per cent were engaged in research and development activities. This is the picture at the national level. We may now see what is happening at the state level and judge whether it is similar or different. Therefore, the following section is devoted to the state level analysis.

Table 1.6 shows that the highest percentage of employed management degree holders of Haryana is 46.35 per cent, Himachal Pradesh 28.22 per cent, Jammu & Kashmir 51.40 per cent, Punjab 62.09 per cent, Karnataka 40.18 per cent, Assam 46.10 per cent, West Bengal 61.04 per cent and 43.01 per cent in Maharashtra were performing services/sales/purchase related jobs. While in Rajasthan the highest percentage of degree holders i.e., 30.41 percentage were engaged in production/operation related jobs.

Similarly, the highest percentage of degree holders in Kerala i.e., 76.83 per cent were performing administrative functions while in Assam the highest percentage, say 40.00 per cent were engaged in other activities.

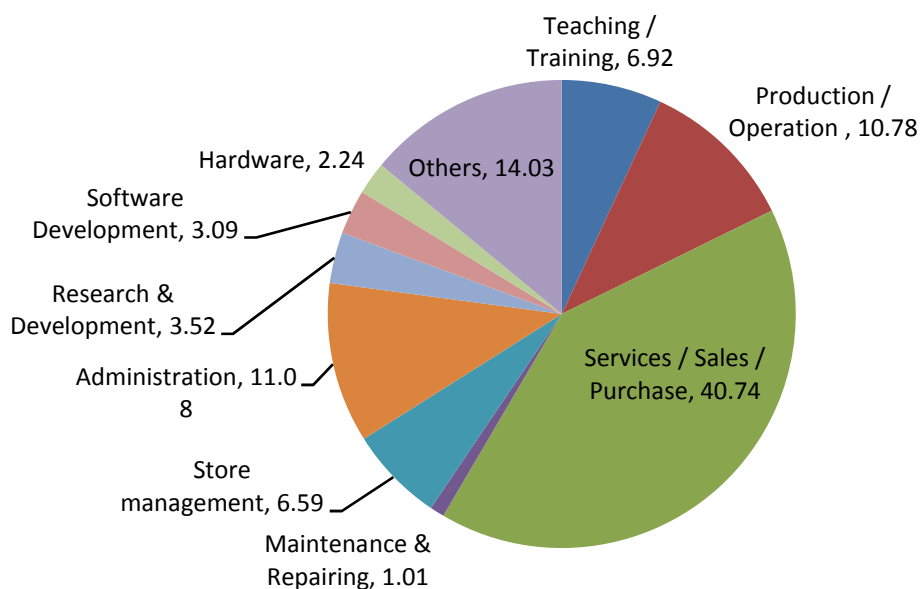
As against this, it may also be observed from the table that the lowest percentage of Haryana state management degree holders i.e., 2.43 per cent was engaged in teaching/training. While the lowest percentage

of management degree holders of Chandigarh i.e., 26.53 per cent, were performing the functions of services/sales/purchase.

The Scenario in other states has been much different. The lowest percentage of degree holders i.e., 3.85 per cent in Himachal Pradesh, 1.87 per cent in Jammu & Kashmir and 1.37 per cent in Punjab were performing the functions of store management. While the lowest percentage i.e., 0.49 per cent in Maharashtra degree holders were engaged in maintenance and repairing.

In Arunachal Pradesh, the lowest percentage of pass-outs i.e., 30.00 per cent was engaged in administrative activities. While around 0.63 per cent in Kerala and 6.39 per cent in Manipur were performing software related jobs. However, around 1.48 per cent in Rajasthan and 0.70 per cent in Karnataka were engaged in Hardware activities. In West Bengal 1.17 per cent of management degree holders were engaged in Research & Development activities. While in Haryana 2.43 per cent of management degree holders were engaged in teaching/training and other activities. Figure 1 below shows the distribution of employed by different functions. It, in fact, makes a graphic presentation of the same.

**Figure 1: Nature of Main Functions performed by Employed Management Degree Holders of 2007 Batch in India**



**GIVE SOURCE**



**Table 1.6: State-wise Distribution of Fresh Employed Management Degree Holders of 2007 Batch in India by Nature of The**

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Sl. No.	States	Nature of Main Function									
		Teaching/ Training	Production/ Operation	Services/Sales / Purchase	Maintenance & Repairing	Store management	Administration	Research & Development	Software Development	Hardware	Others
1	Chandigarh	0	0	20	0	0	30	0	0	0	
		0.00	0.00	23.53	0.00	0.00	35.29	0.00	0.00	0.00	41.17
2	Haryana	36	144	686	0	0	253	0	0	325	
		2.43	9.73	46.35	0.00	0.00	17.09	0.00	0.00	21.96	21.96
3	Himachal Pradesh	6	18	22	0	3	12	0	0	0	
		7.69	23.08	28.21	0.00	3.85	15.38	0.00	0.00	0.00	21.96
4	Jammu & Kashmir	5	7	55	0	2	38	0	0	0	
		4.67	6.54	51.40	0.00	1.87	35.51	0.00	0.00	0.00	0.00
5	Punjab	20	79	452	0	10	59	0	0	0	1
		2.75	10.85	62.09	0.00	1.37	8.10	0.00	0.00	0.00	14.29
6	Rajasthan	266	431	78	122	187	56	34	43	21	1
		18.77	30.42	5.50	8.61	13.20	3.95	2.40	3.03	1.48	12.10
7	Karnataka	319	518	1713	40	60	538	100	129	30	8
		7.48	12.15	40.18	0.94	1.41	12.62	2.35	3.03	0.70	19.05
8	Kerala	36	0	106	0	0	484	0	4	0	
		5.71	0.00	16.83	0.00	0.00	76.83	0.00	0.63	0.00	0.00
9	Arunachal Pradesh	0	0	3	0	0	3	0	0	0	
		0.00	0.00	30.00	0.00	0.00	30.00	0.00	0.00	0.00	40.00
10	Assam	18	0	65	0	0	28	0	9	0	
		12.77	0.00	46.10	0.00	0.00	19.86	0.00	6.38	0.00	14.29
11	West Bengal	36	36	470	0	8	91	9	72	0	
		4.68	4.68	61.04	0.00	1.04	11.82	1.17	9.35	0.00	6.10
12	Maharashtra	799	1167	5397	62	1197	875	640	430	123	18
		6.37	9.30	43.01	0.49	9.54	6.97	5.10	3.43	0.98	14.29
	<b>All India</b>	<b>1541</b>	<b>2400</b>	<b>9067</b>	<b>224</b>	<b>1467</b>	<b>2467</b>	<b>783</b>	<b>687</b>	<b>499</b>	<b>31</b>
		<b>6.92</b>	<b>10.78</b>	<b>40.74</b>	<b>1.01</b>	<b>6.59</b>	<b>11.08</b>	<b>3.52</b>	<b>3.09</b>	<b>2.24</b>	<b>14.29</b>

NA - Not Available

Note: Figures in decimal show percentage of row total.

Source: NTMIS, IAMR Report, India, 2010

## 7. Sector of Employment

The Employment in India is given through the campus recruitment, through personal contacts and also by interviews and internet searches. It would be quite interesting to know the position relating to the sector as to

which sector takes what proportion of management employees. This section discusses the sectors in which the degree holders of management discipline have been working. The sector includes Central Government, State Government, Local Body, PSU, Private Sector and others.

It may be observed from Table 1.7 that out of 22,257 management degree holders, the highest percentage i.e., 75.45 per cent were working in Private Sector followed by 10.71 per cent in PSUs and 4.84 per cent in the local bodies. The Lowest percentage i.e., 2.38 per cent was employed in State Governments followed by 2.44 per cent in Central Government and around 4.18 per cent in others.

It is interesting to note that while looking at the gender-wise distribution we find in all sectors out of the total employment, the majority of employed Management degree holders were males. The highest percentage of males i.e., 76.19 per cent was employed in PSUs followed by 73.01 per cent in the State Governments and 71.49 per cent in local bodies. However, the lowest percentage of males i.e., 63.76 per cent was employed in others followed by 67.03 per cent in private sector and 70.62 per cent in Central Government.

Secondly, out of the total 15,796 males, majority of them were employed in private sector which comes to around 78.08 per cent followed by 11.51 per cent in PSUs and 4.88 per cent in local bodies. The lowest percentage of males was engaged in Central Government i.e., 2.31 per cent followed by 2.45 per cent in State Government and 3.75 per cent in others.

Similarly, out of the total i.e., 6,461 females, the majority of them were employed in private sector which is around 76.26 per cent followed by 8.78 per cent in PSUs and 5.22 per cent in others. The lowest percentage of females i.e., 2.21 per cent was engaged in State Government followed by 2.77 per cent in Central Government and around 4.75 per cent in local bodies.

The state-wise analysis of employed management degree holders has also been done. The data revealed that in case of all states, majority of their pass-outs were working in private sector and the same was true for both male and female and also for those who got the job in private sector except Chandigarh, where, out of total male only 52.46 per cent were working in private sector.

In Chandigarh, the highest percentage of management degree holders i.e., 56.47 per cent were employed in private sector followed by 24.70 per cent in others and around 18.82 per cent in PSUs. Similarly, in Haryana, the highest percentage i.e., 77.83 per cent was also employed in private sector followed by 11.96 per cent in PSUs and around 5.13 per cent in others.

While in Himachal Pradesh, the highest percentage i.e., 62.82 per cent was employed in private sector followed by 21.79 per cent in PSUs and around 8.97 per cent in others. In Jammu & Kashmir, the highest percentage i.e. 79.44 per cent was engaged in private sector followed by 11.21 per cent in PSUs and 4.67 per cent in Central Government.

However, in the case of Punjab the highest percentage of management degree holders, (86.54 per cent) were found to be working in private sector followed by PSUs (around 3.98 per cent) and in the local bodies (somewhere around 2.75 per cent). Similarly, the majority and highest percentage of Rajasthan pass-outs i.e., 84.61 per cent were working in private sector followed by 6.99 per cent in PSUs and around 5.72 per cent in others.

**Table 1.7: State and Gender-wise Distribution of Employed Management Degree Holders of 2007 batch in India by Sector of Employment**

Sl. No	States	Sector of Employment														
		Central Govt.		State Govt.		Local Body		PSU		Private Sector		Others		Total		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
1	Chandigarh	0	0	0	0	0	0	12	4	32	16	17	4	61	24	85
		0.00	0.00	0.00	0.00	0.00	0.00	19.67	16.67	52.46	66.67	27.87	16.67	100.00	100.00	100.00
2	Haryana	0	42	0	0	33	0	134	43	769	383	34	42	970	510	1480
		0.00	8.24	0.00	0.00	3.40	0.00	13.81	8.43	79.28	75.10	3.51	8.24	100.00	100.00	100.00
3	Himachal Pradesh	5	0	0	0	0	0	14	3	40	9	7	0	66	12	78
		7.58	0.00	0.00	0.00	0.00	0.00	21.21	25.00	60.61	75.00	10.61	0.00	100.00	100.00	100.00
4	Jammu & Kashmir	0	0	0	0	5	0	10	2	73	12	5	0	93	14	107
		0.00	0.00	0.00	0.00	5.38	0.00	10.75	14.29	78.49	85.71	5.38	0.00	100.00	100.00	100.00
5	Punjab	19	0	10	0	20	0	10	19	431	199	20	0	510	218	728
		3.73	0.00	1.96	0.00	3.92	0.00	1.96	8.72	84.51	91.28	3.92	0.00	100.00	100.00	100.00
6	Rajasthan	0	0	0	0	21	17	43	56	928	271	34	47	1026	391	1417

		0.00	0.00	0.00	0.00	2.05	4.35	4.19	14.32	90.45	69.31	3.31	12.02	100.00	100.00	100.00
7	Karnataka	70	31	20	29	130	21	200	79	2599	855	130	99	3149	1114	4263
		2.22	2.78	0.64	2.60	4.13	1.89	6.35	7.09	82.53	76.75	4.13	8.89	100.00	100.00	100.00
8	Kerala	2	0	4	0	0	0	9	7	383	225	0	0	398	232	630
		0.50	0.00	1.01	0.00	0.00	0.00	2.26	3.02	96.23	96.98	0.00	0.00	100.00	100.00	100.00
9	Arunachal Pradesh	1	0	0	2	0	0	3	2	0	2	0	0	4	6	10
		25.00	0.00	0.00	33.33	0.00	0.00	75.00	33.33	0.00	33.33	0.00	0.00	100.00	100.00	100.00
10	Assam	7	2	0	0	0	0	0	0	80	43	9	0	96	45	141
		7.29	4.44	0.00	0.00	0.00	0.00	0.00	0.00	83.33	95.56	9.38	0.00	100.00	100.00	100.00
11	West Bengal*	18	14	20	18	6	2	67	31	412	160	12	10	535	235	770
		3.36	5.96	3.74	7.66	1.12	0.85	12.52	13.19	77.01	68.09	2.24	4.26	100.00	100.00	100.00
12	Gujarat	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
13	Maharashtra	242	90	333	94	555	267	1313	321	6120	2753	325	135	8888	3660	12548
		2.72	2.46	3.75	2.57	6.24	7.30	14.77	8.77	68.86	75.22	3.66	3.69	100.00	100.00	100.00
	<b>All India</b>	<b>364</b>	<b>179</b>	<b>387</b>	<b>143</b>	<b>770</b>	<b>307</b>	<b>1815</b>	<b>567</b>	<b>11867</b>	<b>4928</b>	<b>593</b>	<b>337</b>	<b>15796</b>	<b>6461</b>	<b>22257</b>
		<b>2.30</b>	<b>2.77</b>	<b>2.45</b>	<b>2.21</b>	<b>4.87</b>	<b>4.75</b>	<b>11.49</b>	<b>8.78</b>	<b>75.13</b>	<b>76.27</b>	<b>3.75</b>	<b>5.22</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

\* - Estimated

NA - Not Available

Note: Figures in decimal show percentage of row total.

Source : NTMIS, IAMR Report, India, 2010

In Arunachal Pradesh 50.00 per cent were working in PSUs followed by Private sector (20.00 per cent) and others (20.00 per cent), while the maximum of pass-outs in Assam i.e., 87.23 per cent were working in private sector followed by State Government (6.38 per cent) and others (6.38 per cent). Similarly, in West Bengal around 74.28 per cent were engaged in private sector followed by 12.72 per cent in PSUs and 4.94 per cent in the State Government.

Seemingly, in Maharashtra 70.71 per cent of the graduates were working in private sector followed by PSUs i.e., 13.02 per cent and in local bodies around 6.55 per cent. We may note that private sector is the dominant sector in most of the states irrespective of regions. The second important sector that emerges is the PSU and the rest follows.

## **8. Sources of Employment**

There are many sources through which the pass-outs come to know about the vacant positions in different organisations. Some such sources of employment include Employment Exchange, Public Service Commission, Direct Application, Training & Placement, Newspaper/Print Media, Website/Internet, Placement Service Providers and others.

It may be noted from Table 1.8 that out of the total (22,257) management degree holders, around 33.75 per cent secured employment through direct applications followed by 29.21 per cent through training & placement and 19.53 per cent from other sources. The lowest percentage of degree holders i.e., 0.64 per cent had employment through Public Service Commission followed by 0.76 per cent through employment exchange and 3.36 per cent through placement services. Around 7.84 per cent got employment through website/Internet and 4.91 per cent got employment through newspaper/print media. This shows that graduates use all sorts of sources. But they tend to use direct application and the training and placement more.

The state-wise distribution of degree holders according to sources of employment reveals that highest percentage of Haryana (41.49 per cent), followed by Punjab (36.40 per cent), Rajasthan (28.93 per cent), Karnataka (38.78 per cent), Kerala (58.89 per cent), Assam (41.84 per cent) and West Bengal (52.60 per cent) got placement through direct applications; whereas graduates in Himachal Pradesh (34.62 per cent), Jammu & Kashmir (64.49 per cent), Arunachal Pradesh (60.00 per cent) and Maharashtra (35.24 per cent) sought employment through training & placement. While in Chandigarh 31.58 per cent got employment through website/Internet.

The lowest percentage of degree holders of Rajasthan i.e., around 5.43 per cent, Karnataka (1.41 per cent), West Bengal (0.52 per cent) and Maharashtra (0.07 per cent) got employment through employment exchanges. While the lowest percentage of Punjab (1.37 per cent) and Arunachal Pradesh (10.00 per cent) could secure employment through Public Services Commission.

The lowest percentage of Haryana i.e., 7.30 per cent and Assam (6.38 per cent) got employment through training and placement. However, in Kerala, the lowest percentage of pass-outs got employment through newspaper/print media while in Chandigarh around 28.23 per cent got employment through website/internet. The same percentage in Himachal Pradesh is 10.25 per cent and in Jammu & Kashmir it is 1.87 per cent who received employment through other sources.

It may be summarised on the basis of the above churning that degree holders in most of the states got employment through direct application and training & placement. Hence, it may safely be concluded that direct applications and training & placement emerged as the major sources of employment for management pass-outs.

**Table 1.8: Distribution of Fresh Employed Management Degree Holders of 2007 Batch in India by States and Sources of Employment**

Sl. No.	States	Sources of Employment								Total
		Employment Exchange	Public Service Commission	Direct Application	Training And Placement	Newspaper / Print Media	Website / Internet	Placement Services	Others	
1	Chandigarh	20	0	18	0	14	24	0	9	85
		23.53	0.00	21.18	0.00	16.47	28.24	0.00	10.59	100.00
2	Haryana	0	0	614	108	217	144	108	289	1480
		0.00	0.00	41.49	7.30	14.66	9.73	7.30	19.53	100.00
3	Himachal Pradesh	0	0	19	27	9	8	0	15	78
		0.00	0.00	24.36	34.62	11.54	10.26	0.00	19.23	100.00
4	Jammu & Kashmir	0	0	17	69	14	5	0	2	107
		0.00	0.00	15.89	64.49	13.08	4.67	0.00	1.87	100.00
5	Punjab	0	10	265	88	137	128	21	79	728
		0.00	1.37	36.40	12.09	18.82	17.58	2.88	10.85	100.00
6	Rajasthan	77	0	410	483	167	80	0	200	1417
		5.43	0.00	28.93	34.09	11.79	5.65	0.00	14.11	100.00
7	Karnataka	60	0	1653	767	259	578	109	837	4263
		1.41	0.00	38.78	17.99	6.08	13.56	2.56	19.63	100.00
8	Kerala	0	4	371	246	9	0	0	0	630
		0.00	0.63	58.89	39.05	1.43	0.00	0.00	0.00	100.00
9	Arunachal Pradesh	0	1	0	6	0	3	0	0	10
		0.00	10.00	0.00	60.00	0.00	30.00	0.00	0.00	100.00
10	Assam	0	0	59	9	18	37	18	0	141
		0.00	0.00	41.84	6.38	12.77	26.24	12.77	0.00	100.00

11	West Bengal	4	12	404	278	0	0	0	72	770
		0.52	1.56	52.47	36.10	0.00	0.00	0.00	9.35	100.00
12	Maharashtra	9	116	3682	4422	247	737	491	2844	12548
		0.07	0.92	29.34	35.24	1.97	5.87	3.91	22.66	100.00
	<b>All India</b>	<b>170</b>	<b>143</b>	<b>7512</b>	<b>6503</b>	<b>1091</b>	<b>1744</b>	<b>747</b>	<b>4347</b>	<b>22257</b>
		<b>0.76</b>	<b>0.64</b>	<b>33.75</b>	<b>29.22</b>	<b>4.90</b>	<b>7.84</b>	<b>3.36</b>	<b>19.53</b>	<b>100.00</b>

NA - Not Available

Note: Figures in decimal show percentage of row total.

Source: NTMIS, IAMR Report, India, 2010



## Conclusions

In this paper, an attempt has been made to highlight the employment profile of management graduates through eight various categories. These categories as mentioned in the beginning are: Waiting Period, Average Income, Relevance of Education for Employment, Activity of Employer/organisation, size of Establishment, Functions performed Sector of Employment and Sources of Employment.

It has been noticed that the Waiting Period for obtaining first employment for management degree holders was six months. So far as the emoluments are concerned, the maximum emoluments earned by fresh employed management degree holders were Rs. 92,400 per month and minimum were Rs. 2,500 per month. On an average, the emoluments earned were Rs. 23,000 per month. In the case of experienced persons, average emoluments were Rs. 24,600. While in the case of experienced persons, the maximum and minimum emoluments were same as for the freshers.

While, looking at the relevance of education, it has been noticed that 92 per cent and 83 per cent of graduates were employed in their own field of education for their current and past job. Meanwhile, it emerged for the activity analysis that the highest per cent i.e., 43.69 per cent were employed in other establishments followed by manufacturing (around 20.60 per cent) and processing establishments (12.09 per cent). When an establishments' size-wise analysis was made, it was noticed that the highest percentage of management degree holders i.e., 21.47 per cent were found employed in the establishments having the size of 500-2,499 employees followed by 20-99 employees (20.96 per cent) and 100-499 employees (18.55 per cent). The analysis of the data on functions performed suggests that the highest percentage of management degree holders i.e., around 40.58 per cent were employed in services/sales/purchase followed by 13.90 per cent in other activities and 11.10 per cent in administration. The sector-wise position of management graduates showed that the highest percentage was working in private sector (70.24 per cent), 75.42 per cent and

77.87 per cent respectively. The highest percentage of employed management degree holders i.e., 33.80 per cent got employment through direct applications followed by training & placement (around 29.26 per cent) and (19.42 per cent) by other sources.

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