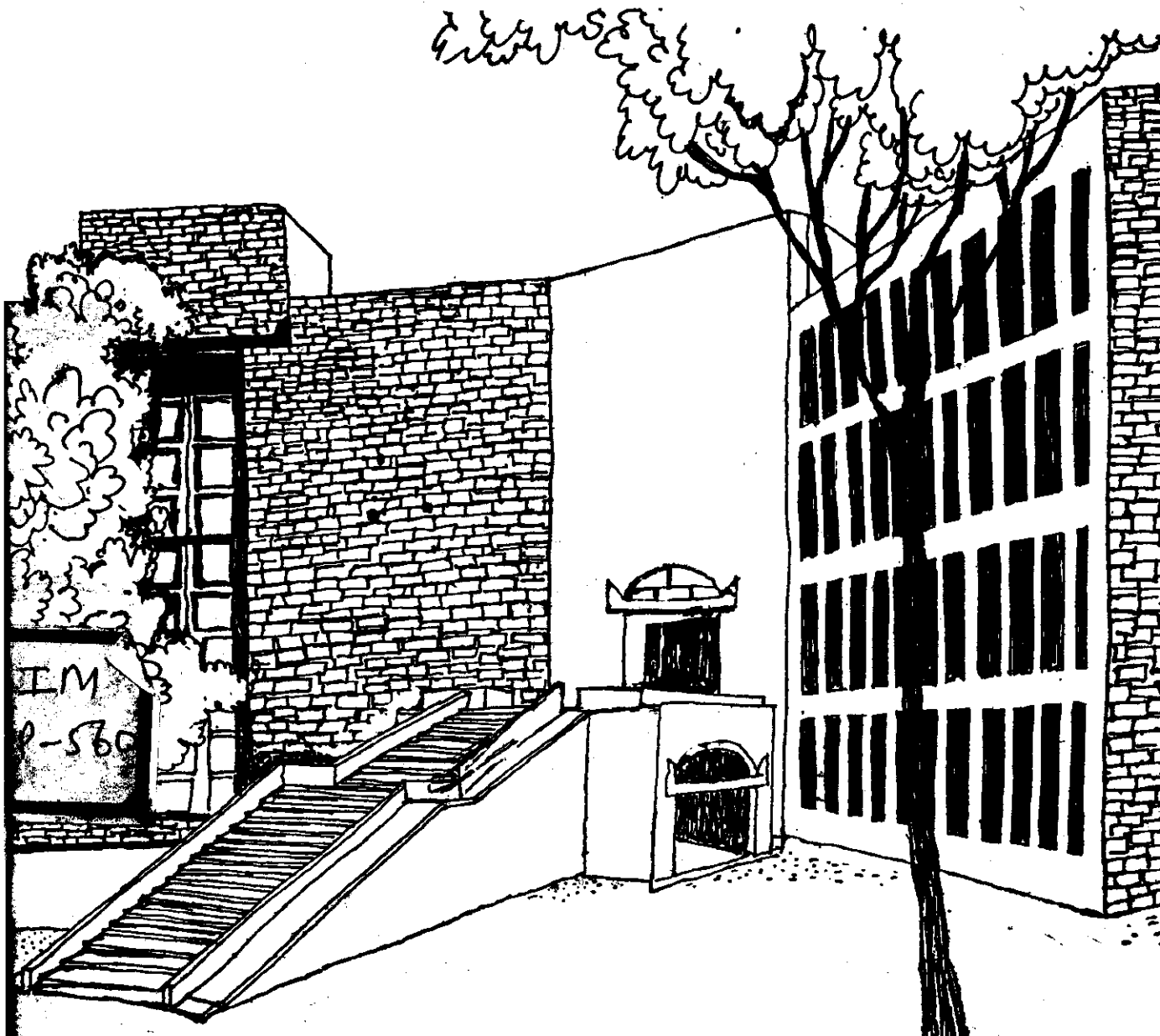




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Working Paper



INTER-ORGANISATIONAL MOBILITY OF MANAGEMENT
GRADUATES OF SELECTED INSTITUTIONS IN INDIA

By

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(560)

W P No. 560

May 1985

The main objective of the working paper series of the IIMA is to help faculty members to test out their research findings at the pre-publication stage.

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD-380015
INDIA

INTER-ORGANISATIONAL MOBILITY OF MANAGEMENT
GRADUATES OF SELECTED INSTITUTIONS IN INDIA

(WORKING PAPER)

Abhinandan Jain & Jahar Saha

Abstract

This paper provides the findings on inter-organisational mobility of management graduates (MGs) of selected institutions in India. The findings are based on 668 returns of mailed questionnaires that were sent to the alumni of six institutions, including the three national ones (Indian Institutes of Management at Ahmedabad, Bangalore and Calcutta) who graduated during the years 1966 to 1977. Mobility has been defined on six dimensions : i) the number of organisations worked in the first year, ii) the number of organisations worked in the first three years, iii) the number of organisations worked in the first five years, iv) the minimum duration in an organisation, v) the maximum duration in an organisation, and vi) the average duration in an organisation.

On the first dimension, it is found that percentage of MGs who leave their first employer in first year (also called early leavers) is quite low (7.6%) and this is comparable to what is experienced in U.S.A. However, additional 10% of MGs (a total of 18%) worked for one of the employers in their career for less than one year. Thus, the concept of early leavers needs to be redefined to include the latter category too.

On the basis of dimensions (ii) to (vi) above, a very large proportion of MGs have been found to have stable careers (60 to 85%) and only a very low proportion of them could be termed as job hoppers (2 to 12%). These findings are comparable to those of MGs in US.

We seek the considered views of the readers of this paper for sharply defining the categories of mobility so that the findings on career progress and mobility of the management graduates could be properly presented in the final paper. The last section of the paper contains a questionnaire for providing this information to the authors.

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INTER-ORGANISATIONAL MOBILITY OF MANAGEMENT
GRADUATES OF SELECTED INSTITUTIONS IN INDIA

(WORKING PAPER)

Abhinandan Jain & Jahar Saha

Ever since 1966, when the first batch of students completed the two year Post Graduate Programmes in Management, and started joining the Indian industry, institutions offering the programmes and more so the management graduates have been much discussed and written about. The career progress and mobility of the management graduates are among the important points of discussion in a number of formal and informal forums. However, there has not been a systematic attempt to study the progress and mobility of the management graduates.

A research project was undertaken for assessing the career progress and mobility of Indian Management Graduates (MGs) in 1978. In this project MGs of six selected institutions were studied: i) Indian Institute of Management, Ahmedabad; ii) Indian Institute of Management, Calcutta; iii) Indian Institute of Management, Bangalore; iv) XLRI, Jamshedpur; v) Jamnalal Bajaj Institute of Management, Bombay, and, vi) Department of Management Sciences, Delhi University. The alumni of these institutions accounted for about 30 to 40% of all the MGs graduating from about forty management institutions in India by 1977.

The methodology consisted of a mailed questionnaire survey to all the alumni of the above six institutions and in-depth discussions with about 20 Management Graduates. The information sought related to career progress and mobility of MGs including some background information of batches 1966 to 1977.

The paper is based on a Research Project, "Career Progress and Mobility of Management Graduates of Selected Institutions", initiated by Profs. P.S. Sachdeva, Abhinandan K Jain and Jahar L Saha of Indian Institute of Management, Ahmedabad. Funding provided by the IIM, Ahmedabad.

This paper describes findings on inter-organisational mobility based on the mailed questionnaires survey of the graduates of batches 1966 to 1977. The purpose of this paper is two-fold:

- i) share the findings on inter-organisational mobility
- ii) seek inputs, from selected readers who are concerned with management education, which will help us categorise the management graduates on the basis of their degree of mobility.

PROFILE OF RESPONDENTS

Of the 2500 questionnaires mailed, a total of 668 usable ones were received giving a response rate of about 25%. The sample respondents could be described as below:

Distribution by institutions:

The sample consisted of 421 (63%) MGs from IIM, Ahmedabad, 116 (17%) from IIM, Calcutta, and 131 (20%) from other institutions. Of the total sample only 21 respondents (3%) were females and the rest males.

Distribution of batches by year of graduation:

The batches 1966-1969 form less than 15% of the total sample. Each of the 1970 to 1974 batches constitute 5 to 10% of the sample. The batches 1975, 1976 and 1977 each represent more than 10% of the sample. It also seems to reflect the increase in the size of batches over 1966 to 1977.

Distribution by specialisation in Management:

More than half of the respondents (56%) report that they have specialised in general management and about 20% of them have stated that they have specialised in marketing management. The percentage of the graduates specialising in other areas is lower than 10%.

Distribution by educational background:

The group, as a whole, has 54% engineers. The percentages of people having pre-management education in Sciences, Arts, Commerce are 19%, 13% and 7% respectively.

Distribution by age:

About half (51%) the respondents are in the age group of 26 to 30 years whereas 20% are below 26 years and the rest are above 30 years. However, only 2% are in the age group of 40 to 45 years.

Distribution by marital status:

Of the total sample, 61% are married and 39% are single.

MEASUREMENT OF INTER-ORGANISATIONAL MOBILITY

It is difficult to evolve a common measure of mobility acceptable to MGs, their employers, and their educators. This is so because the perspective from which job changes are viewed by the three groups, and within each of the three groups by different sub groups, differ. The differences seem to be two-fold: i) the specification of one or more dimensions on which mobility needs to be assessed, and; ii) categorising MGs into different levels of mobility on the specific dimensions. A review of current literature about dimensions and rules of categorising MGs into different levels of mobility would be first presented in this section. Some additional dimensions and rules of categorising would then be proposed. The section would end with some tentative conclusions on how to measure mobility.

2.1. Dimensions and Definitions of Mobility Used in Literature

The primary dimension used for defining inter-organisational mobility of MGs seems to be "number of organisations served by MGs within a specified number of years after graduation". The time frame has been operationalised in three different ways giving rise to three different sub dimensions:

- D1 : number of organisations worked in first year,
 D2 : number of organisations worked in first three years, and
 D3 : number of organisations worked in first five years after graduation.

In a study of mobility of management graduates in US¹, the graduates were classified as early leavers, job holders, job changers and job hoppers. The details are in Table 1.

Table 1

Currently used Dimensions and Definitions of Mobility

<u>Srl.No.</u>	<u>Category of Mobility</u>	<u>Dimension Used</u>	<u>Specific Definition</u>
1.	Early Leavers	First year after graduation	Proportion of MGs who leave first employer by end of first year.
2.	Job Holders	i) First three yrs after graduation ii) First five yrs after graduation	No change in orgn.worked for " " "
3.	Job Changers	i) First three yrs after graduation ii) First five years after graduation	Only one job change by the end of the third year Upto two job changes by the end of fifth year
4.	Job Hoppers	i) First three years after graduation ii) First five years after graduation	More than one job change by the end of the third yr. More than two job changes by the end of the fifth yr.

The following doubts emerge regarding these dimensions and specific definitions:

- a) Should the mobility be assessed only upto first five years after graduation? Particularly when for some batches the work life has been longer than five years after graduation?

¹ Steel, John E. and Ward, Lewis B. "MBAs : Mobile, well situated, and well paid", HBR, Jan-Feb. 1974, pp. 99-110 and De Pasquale, John A. and Lang, Richard A., "Job Hopping and the MBA", HBR, Nov.-Dec., 1971.

- b) Should the definition of "early leavers" be restricted to those leaving first employer in less than ^{one}/₂ year? Or it should also include those who leave an employer in their career before completing one year?
- c) Should the "job holder" category include those who have changed upto one job by the end of five years?
- d) Should the "job changer" category include those who;
- i) changed ^{one}/₂ or ^{two}/₃ jobs by end of three years; and
 - ii) changed ^{two}/₃ or ^{three}/₅ jobs by end of five years?
- e) Should the "job hopper" category include;
- i) those who changed even one organisation or more than one or more than two by end of first ¹/₃ the three years? and,
 - ii) those who changed even two organisations or more than two or more than three organisations by end ¹/₅ the of first five years?

2.2. Additional Dimensions

The major concern in literature regarding ^{the} definition of mobility seems to be on number of organisations served during a pre-specified period (first one year, first three years, and first five year). However, the discussion of the same reveals a deeper concern for ^{the} extent of contribution that an MG makes, over the specified period, to his own development and/or to employing organisation. In our view this could be better reflected if the dimensions and definitions of mobility are in terms of time spent with an organisation. Three additional dimensions for measuring mobility are proposed:

D4 : Minimum duration with any organisation : This dimension would be able to help in classifying MGs particularly in two groups.

- i) Those who have spent more than ^{an} ¹/₂ acceptable minimum period with all the organisations worked to make positive contribution. Such MGs could be classed as "stable".

- ii) Those who have had less than one year with at least one organisation in their career. This would be an extension of the 'early leaver' definition to time period beyond the first year.

D5 : Maximum Duration in an organisation : This dimension has the advantage of much sharply defining the "job hoppers". For example if the maximum period spent in any organisation by an MG in his career is below an acceptable minimum, he could definitely be classified as negative contributor or job hopper.

D6 : Average Duration in an organisation : With appropriate acceptable cut offs on average duration, the MGs could be easily classified as net negative contributor (job hoppers) zero contributors (job changers) and positive contributor (job holders).

It may be noted that these three dimensions (D4, D5, and D6) would be more applicable to MGs whose work life is beyond three to five years.

2.3. Conclusions on Dimensions

The academic institutions require the assessment of mobility of MGs, across different batches to adjust their admission process, courses, and placement services. However, the formulation of strategies and actions on the part of MGs and employers requires assessment of mobility over the entire work life of MGs. The first three dimensions based on job changes in specified time periods after graduation seem to primarily provide information for comparing mobility across batches. The later three dimensions (D4, D5 and D6) are likely to provide information of use primarily to MGs and employers. Three specific aspects need to be noted:

- i) By using the dimension of minimum duration in an organisation (D4), it would be possible to segregate those who left at least one job quite early. The reasons, when analysed can provide guidelines to employers as well as MGs for evolving appropriate actions/strategies so that such situations are minimised.
- ii) Dimensions D4, D5 and D6 (based on duration with organisations) would be useful to understand mobility of MGs who have had more than three years/five years work life.

- iii) Dimensions D1, D2, D3 (based on number of jobs in first one, three, and five year) would be more useful for MGs having such work life.
- iv) Inter batch comparisons of mobility could be attempted along all the six dimensions.

SOME FINDINGS ON MOBILITY

3.1. Number of Organisation Worked Till 1978:

The first dimension selected is the number of organisations worked till 1978. This summarizes the data available for analysis and it is given in Table 2. Among the 667 management graduates of 1966 to 1977 batches, 409 (61%) continued to work with their first employer in the middle of 1978; 167 (25%) were working with their second employer (one job change); 71 (11%) are with the third employer 11 graduates (2%) were with the fourth employer, and five (1%) with the fifth employer.

Some broad conclusions that can be drawn from the Table 2 are: a little over three fifths (61.32%) of MGs have not left their first employer after graduation.

3.2. Number of Organisations worked in First Year after Graduation:

It is widely believed, both in U.S. and in India, by all concerned that in the first year of first employment the MG is not a net contributor to the company. In fact, an employer is likely to invest more in an MG during the first year than what the employer gets from the graduate. Many also feel that one year probably is too short a period for the MG to learn about the company. Among the 661 management graduates, of all the 12 batches (1966-1977) who responded to the survey, 92.4% (611) continued to work with the first employer whereas 7.6% (50) left their first employer by the end of first year of their working. If we compare the MGs across the twelve batches, the percentage of MGs who were with the first organisation at the end of first year varied from a low of 87% (1972 batch) to a high of 100% (1966 batch though the sample size here is small, only 9). For most batches the percentage varied from 90% to 96%. No perceptible trend

Table 2
MOBILITY STATISTICS OF MANAGEMENT GRADUATES IN THE MIDDLE OF 1978

Batch	In the middle of 1978 : Number and percentage of batch with												Total
	First employer		Second Employer		Third Employer		Fourth Employer		Fifth employer		Not spec.		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
1965-69	31	39	20	25	20	25	3	4	4	5	2	3	80
1970	28	55	15	29	4	8	2	4	1	2	1	2	51
1971	25	47	15	78	11	21	2	4	-	-	-	-	53
1972	28	46	19	31	12	20	2	3	-	-	-	-	61
1973	41	61	18	27	7	10	1	2	-	-	-	-	67
1974	33	54	18	30	10	16	-	-	-	-	-	-	61
1975	46	63	22	30	5	7	-	-	-	-	-	-	73
1976	82	78	22	21	1	1	-	-	-	-	-	-	105
1977	95	81	18	16	1	1	-	-	-	-	1	1	116
All batches	409	61	167	25	71	11	11	2	5	1	4	1	667

Percentage rounded off to nearest whole number.

was visible over the twelve years on this dimension. This result compare quite well with some studies of MBAs in U.S. In one of the large studies, the percentage of MBAs leaving first employer in one year was found to have increased from 7% (1947 batch) to 11% (1967 batch).²

Table 3

NUMBER OF ORGANISATIONS WORKED IN FIRST
12 MONTHS

No. of organisations worked at the end of first year	Respondents (n=661)	
	No.	%
One	611	92.4
Two	45	6.8
Three	5	0.8

Thus on the whole, the problem of early leavers (those leaving the first employer within one year) is not very severe and is quite comparable to the MGs in USA. This is neither getting aggravated nor showing any improvement over the years.

3.3. Number of Organisations Worked in First Three Years:

This dimension has been used in one of the studies to classify MGs into "job holders" (those who do not change even one employer), job changers (those who changed only one employer), and job hoppers (those who changed at least two employers, i.e., working with at least the 3rd employer)³. It seems, if an MG has not changed the first organisation for three years, he would have made net positive contribution to the organisation as much as he would have benefited from the organisation. On the other hand, one with the third or fourth employer may be in the same category as those who left their first

² Steels, John E and, Lewis B. 'MBAs : Mobile, well situated, well paid' HBR, Jan-Feb. 1974, pp. 49-110.

³ John A. De Pasquale and Richard A Lange, 'Job Hopping and the MBA, HBR, Nov-Dec. 1971.

employer within one year and hence it has been a loss to the employing organisation as well as it has been detrimental to his own development.

The analysis of the data on this dimension is done for batches from 1966-1976 (i.e. the respondents who had three or more years of work life by 1978) and is presented in Table 4. Of the 441 MGs, 291 (66%) continued to work for the first employer for the first three years. However, 119 (27%) were with second employer, 28 (6%) with third employer, and 3 (1%) with fourth employer at the end of first three years of their working life. Thus, 66% could be termed as 'job holders' and 7% as 'job hoppers'.

Table 4
NUMBER OF ORGANISATIONS WORKING IN FIRST THREE YEARS

No. of organisations worked by end of third year	Respondents (n=441)	
	No.	%
One	291	66
Two	119	27
Three	28	6
Four or more	3	1

Of the 10 batches analysed, the percentage of MGs with the first employer varied from a low of 48 (1969 batch) to a high of 78 (1966 batch, though the total batch size is small i.e. 9). Except these two extreme batches, the figures for the rest of the eight batches varied between 62 to 74%. No particular trend could be noticed over the period.

On the whole, it seems that two third of the MGs stay with their first employers for at least three years. This implies that the majority of the management graduates do not find their first job unsatisfactory. Only a small percentage of the graduates (7%) change at least two jobs in the first three years in their career after the management education.

3.4. Number of Organisations Worked in First Five Years:

This dimension has been used in both the large studies of US MBAs quoted above. We propose the following set of definitions to interpret the data;

- | | |
|---|------------|
| i) Those not changed even one employer | : Holders |
| ii) Those just changed one employer | : Stable |
| iii) Those who changed two employers | : Changers |
| iv) Those who changed more than 2 employers | : Hoppers |

The rationale for designating category (i) is obvious. Those who are with the second employer at the end of first five years are likely to have worked on an average for a period of two and half years with an organisation. Thus, both MGs and employers would have benefited from this association. Those who are with the third employer at the end of first five years are expected to have worked for a period of one year and eight months with an organisation. They also would have learnt as much from the organisation as they would have contributed to the organisation. The last category of persons can easily be termed as Job hoppers, and are likely to have wasted their own as well as their employers' time and effort. On this dimension, we examine the respondents who have had work life of five years or more (i.e. 1966 to 1973 batches. Of the 305 respondents, 168 (55%) were with the first employer at the end of first five years after graduation. However, 96 (32%) were working with the second employer, 33 (11%) with third employer, 6 (2%) with the fourth employer, and two (1%) were with the fifth employer. Thus, 55% could be termed as 'job holders', 32% as 'stable', 11% as 'changers' and 3% as 'job hoppers'. This analysis is shown in Table 5. These findings are similar to those of MGs in USA.

Table 5
NUMBER OF ORGANISATIONS WORKED IN FIRST FIVE YEARS

Category of Mobility	No. of organisations worked by end of first 5 years	Indian management graduates All Inst. (n=305)		U.S. graduates of 1966 batch ⁴
		No.	%	
Job holders	One	168	55	56
Stable	Two	96	32	32
Changers	Three	33	11	10
Job hoppers	Four & Five	8	3	2

3.5. Minimum Duration in an Organisation:

Some believe that an MG must work with a company at least for some minimum duration to get some useful experience. Also, to contribute to the company an MG must stay with the company for some specified number of years. In Table 6, we present data on percentage of respondents for whom the minimum duration in a job in their career was 5 months or less, 6 to 15 months, 16 to 25 months, and more than 25 months.

Table 6
MOBILITY BY MINIMUM DURATION IN AN ORGANISATION
(Batches 1966'75)

<u>Minimum Duration in an organisation over the career</u>	<u>Percentage of respondent in the category (n=440)</u>
Upto 5 months	9
6 to 15 months	20
16 to 25 months	10
More than 25 months	61

⁴ Same as foot note 1.

The table shows that 61% of the respondents stayed with each of the organisation served in their career for at least 25 months. There would be difference of opinion as to whether or not this is satisfactory to designate these 61% as job holders or stable. However, it would be difficult to class them as job changers or hoppers.

A significant aspect emerges if the rest of the data on this dimension is compared against data on the number of organisations worked in the first year after graduation. It has been found that whereas only 7.6% respondents left their first employer in the first year, the minimum duration in an organisation was only upto five months for 9% (39 out of 440) respondents, and for another 9% it was from 6 to 10 months (41 out of 440). Thus, a total of 18% respondents worked in an organisation for upto 10 months. This analysis implies that for assessing the mobility patterns of MGs, the organisation switching behaviour in the first year of their career alone may not be worthwhile as several of the studies have done. It may also be necessary to study whether in later organisations too the period is small and then assess the attendant reasons for such mobility.

3.6. Maximum Duration in an Organisation:

Irrespective of the position of an MG on other dimensions, if he has spent a significant portion of his work life with one organisation, on the whole he is likely to be a net positive contributor both to the organisation and would have himself benefited from such a stay over his career. On the other hand, if the maximum duration in an organisation over his career forms a small portion of his work life or below a threshold level, he may be a net negative contributor in all the organisations where he worked and might not have gained much himself. In between these two classes of MGs would be the third category. For the purposes of presenting the findings on this dimension, we have tentatively decided to use the following cut off points as presented in Table 7.

Table 7
MAXIMUM DURATION ON AN ORGANISATION (BATCHES 1966-'75)

<u>Category</u>	<u>Maximum duration in any organisation</u>	<u>Percentage of Respondents</u> <u>All respondents</u>
1. Job hopper	Upto 35 months or less than one third of working life, whichever is less	2
2. Job changer	More than 35 months but upto 60 months or between 1/3 and 2/3 of working life	21
3. Job holder/ Stable	More than five years or 2/3 of working life whichever is less	76

According to the above data the real wastage turns out to be only 2% whereas on the whole 76% of MGs must have had actually satisfying careers on the whole and may have made significant positive contribution to at least one organisation.

3.7. Average Duration in an Organisation:

We categorise each respondent in one of the three groups. A respondent is placed in the first group (job hopper or net negative contributor) if his average tenure in an organisation has been upto 30 months or less than one third of his total working years (whichever is less). A person is grouped in the second group (job changer) if his average tenure in an organisation is between 31 months and 45 months or between one third and one-half of his total working period. If the average duration is more than 45 months or half the working life for a respondent (whichever is less) he has been placed in the third group (Job holder/Stable). The cut offs used are somewhat arbitrary, but they give some idea as to what extent the MGs and employers may have been benefited from the association. In Table 8, we give the analysis.

Table 8
AVERAGE TENURE IN AN ORGANISATION: PERCENTAGE OF RESPONDENTS
 (Batches)

Category	Average Duration in an Organisation	Percentage of Respondents in the category (n=)
1. Job hopper	Upto 30 months or one third of working life whichever is less	12
2. Job changer	31 to 45 months or between one third and half the working life whichever is less	18
3. Job holder/ Stable	More than 45 months or an half the working life, whichever is less	72

Table 8 reflects that 72% of the MGs have had a career which is mutually rewarding (for employer as well as MGs). The MGs in the second category too may have at least broken even in terms of their own learning as well as contribution to the employing organisation. The first category (12%) includes those who change jobs more often than the others.

4. CONCLUSIONS

4.1. Early Leavers:

There is no reason to worry about proportion of early leavers among MGs in India. Only 7.6% of the respondents were early leavers i.e. those who left their first employer by the end of first year. There was no increasing or decreasing pattern on this dimension over the twelve batches (1966-'77). Also, this compares quite well with the results of studies on MBAs in U.S.A.

4.2. Inter-Organisational Mobility:

4.2.1. Job holders/Stable: It is noted that about 60-85% of the MGs are found to be positively contributing to the employers. Thus, a very large proportion of Indian MGs could be termed as having stable careers. This is concluded on the basis of the five dimensions of mobility as discussed earlier in detail. The summary of the findings is as follows:

<u>Dimension</u>	<u>Category</u>	<u>Batches</u>	<u>%age of resp. in this cat.</u>
1. No. of organisations worked in first 3 years	One	1966-'75	66
2. No. of organisations worked in first 5 years	One or two	1966-'72	87
3. Minimum duration in an organisation	More than 25 months	1966-'75	61
4. Maximum duration in an organisation	More than 5 yrs or 2/3 of work life whichever is less	1966-'75	71
5. Average duration in an organisation	More than 45 months or 1/2 the work life whichever is less	1966-'75	74

4.2.2. Job Hoppers: The percentage of 'job hoppers' or those who could be termed as net negative contributors was significantly small on all the five dimensions. It varied from 2% to 12% on the five dimensions of mobility (summary of findings on the five dimensions given below)

<u>Dimensions</u>	<u>Category</u>	<u>Batches</u>	<u>%age of sample in the category</u>
1. No. of organisations worked in first 3 years	Four	1966-'75	3
2. No. of organisations worked in first 5 years	Four/five	1966-'72	3
3. Minimum tenure on a job	Less than 5 months	1966-'75	9
4. Maximum tenure on a job	Upto 25 months	1966-'75	2
5. Average tenure on a job	Upto 30 months	1966-'75	12

4.2.3. Overall Assessment: On the whole, therefore, the problem of job switching among Indian MGs definitely does not seem to be alarming, and is also quite comparable to their counterparts in U.S.A. On the other hand, a very large proportion of them are definitely contributing positively and can't be really termed as mobile.

4.3. Redefinition of Early Leavers:

In conducting research on mobility in general and that of MGs in particular one needs to redefine early leavers. The current definition (organisation changed within first year after graduation) needs to be broadened to include those who leave any organisation during their career in less than one year. The findings of this project suggest that the broadened definition would include at least 18% of MGs as against 7.6% so defined according to the currently accepted definition of early leavers.

5. REFLECTIONS ON MEASUREMENT OF MOBILITY AND PROGRESS OF MGs

Managers with post graduate qualifications are a recent addition to the pool of managers in Indian organisations. Their career progress and mobility patterns are of concern to MGs themselves, their employers, and the institutions offering such formal education. Possible concerns of the three groups could be as follows.

5.1. Concerns of MGs:

From the point of view of an MG, inter-organisational mobility would be viewed primarily as an instrument to achieve his desired future career objectives. However, MGs as a professional group may also be interested in understanding the broad relationships between mobility and career progress. They might like to take steps as a group and as individuals so that the total contribution of MGs towards the employing organisations as well as their own development is optimised. Therefore, two kinds of assessments may be useful to them:

- i) Relationship between different levels of mobility and of career progress achieved at the end of specific number of years after graduation.
- ii) An assessment of level of contribution made by MGs over a span of their career to employing organisations.

5.2. Concerns of Employers:

An individual employer would be interested in assessing the net contribution of all MGs employed by the organisation from time to time for deciding whether to continue recruiting MBAs (whether fresh or experienced) through an assessment of contributions of individual MGs. Besides, as patrons of management education, they would also like to assess net overall contributions of managers with formal management education. Their views as well as objective assessment of mobility and contributions of MGs would be a major input to MGs as well as educational institutions for taking corrective actions on dysfunctional aspects of mobility as well as reduction in mobility. While the objective assessment of career progress of MGs would be attempted through the information received from MGs, views of organisations about defining categories of mobility and the attendant assessment of net positive, zero, or negative contribution is being sought through this paper as outlined in the next section.

5.3. Concerns of Educational Institutions:

Educational institutions would like to assess career progress and mobility so as to influence both the employers as well as MGs towards what is desirable in terms of overall contribution to management practices. They probably would like to define an ideal level of overall contribution, career progress, and mobility. Views of academicians on mobility are being assessed through this paper as outlined in the next section.

6. REQUEST FOR HELP

The need of nature of information to assess mobility as outlined above in detail could be grouped into three broad dimensions:

- i) Cut-offs on number of organisations served by the end of specified period of time after graduation to categorise MGs into Job Hoppers, Job Changers, and Job Holders (Stable).
- ii) Cut offs on duration of service with an organisation (minimum, maximum, and average) during the career of an MG so as to categorise him as net positive contributor (Stable or Job Holder), net zero contributor (Job Changer), and net negative contributor (Job Hoppers).
- iii) Assessment of net contribution, probably in an index form, for varying duration of service in an organisation by a fresh or experienced MG.

Some formats have been devised to obtain this information and attached with this paper. The authors would be grateful to the reader if these are filled and returned to the authors at an early date. Once this information is received, authors would classify the sample of MGs into appropriate mobility categories and put the findings of not only mobility but also career progress in a proper perspective.

MOBILITY OF MANAGEMENT GRADUATES

Questionnaire for Assessing Views of Selected Employers,
Management Teachers and Management Graduates

Three broad categories of mobility are defined as follows:

Job Holder/ Stable	: An MG whose contribution to the employing organisations is significant more than the inputs by the organisation (s) served by him.
Job Hopper	: An MG in whom the inputs made by the employer would be significantly more than the contribution of the MG to the organisation.
Job Changer	: Category in between the above two.

1. Views on Defining Mobility on the Basis of Number of Organisations served by a specific time After Graduation

1.1. If at the end of first three years after graduation, an MG is with the nth (1st, 2nd, etc.) organisation. Please provide your assessment of the category of mobility to which he belongs. (Currently accepted definition is provided for your help).

<u>MG at the end of 1st three years after graduation</u>	<u>Current Defn.</u>	<u>Your Proposed Defn.</u>
1st organisation itself	Holder	
2nd organisation	Changer	
3rd organisation	Hopper	
4th plus organisations	Hopper	

1.2. If at the end of first five years after graduation, an MG is with the nth (1st, 2nd, etc.) organisation: Please provide your assessment of the category of mobility to which he belongs (currently accepted definition is provided for your help).

<u>MG at the end of 1st five years after graduation</u>	<u>Current Defn.</u>	<u>Your Proposed Defn.</u>
1st organisation itself	Holder	
2nd organisation	Changer	
3rd organisation	Hopper	
4th organisation	Hopper	
5th plus organisations	Hopper	

2. Views on Defining Mobility on the Basis of Duration in an Organisation

2.1. MGs who have had more than 3 years work life after graduation, could be classified into the three categories of mobility, namely, Job Holder, Job Changer and Job Hopper. Please define these categories of mobility on each of the three dimensions listed in the table below:

<u>Categories</u>	<u>Dimensions</u>		
	Maximum duration in an organisation	Minimum duration in an organisation	Av. duration in an organasn.
<u>Job Holders:</u>			
Current definition	More than 5 yrs. or 2/3 of working life whichever is less	More than 2 years	More than 45 months or one half the workin life, whichever is less
Your proposed defn.			

<u>Job Changers:</u>			
Current definition	More than 35 months but upto 60 months or between 1/3 & 2/3 of working life	7 months to 2 yrs	31 to 45 months or between 1/3rd and half the working life whichever is less
Your proposed defn.			

<u>Job Hoppers:</u>			
Current definition	Upto 35 months or less than 1/3rd of working life, whichever is less	Upto 6 months	Upto 30 months or 1/3rd of working life whichever is less.
Your proposed defn.			

3. Views on Net Contribution

Please assess net contribution of an MG who joins an organisation immediately after graduation or with specified experience and leaves the organisation during the particular time period after joining. Please use a scale of -5 to +10, where:

-5 : Maximum net negative contribution

+10 : Maximum net positive contribution

MG Joined with	And worked in the organisations for						
	Six months or less	7 months to 1 yr.	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	More than 5 years
No experience							
Upto 1 yr. ex.							
Upto 2 yr. ex.							
Upto 3 yr. ex.							
More than 3 yr. experience							

4. Any other comments on Defining Mobility:

PLEASE PROVIDE SOME DETAILS ABOUT YOURSELF

- i) Are you (tick the relevant box) : An employer An MG
A faculty member
- ii) Name & address of the organisation served currently by you :
- iii) Your Designation :
- iv) Your name (optional) :