

Future Workforce Survey 2012

A special Report



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About the study sponsor

This study was sponsored by AssessPeople, a pioneer in providing workforce assessment services that help organizations align their workforce to meet the changing business needs. Known for over ten years for its web-enabled assessment services, AssessPeople provides assessments in workforce selection, development and retention.

With operations in all metropolitan cities in India, AssessPeople is managed by a team of professionals with several decades of experience in Human Resource Management and Psychological Assessments.

This study is one of a series of research initiatives sponsored by AssessPeople to provide insights in to the future workforce expectations that can have a significant impact on hiring, training and retention.

About the study

We are pleased to present the 3rd edition (2012) of the study of 'Future work force expectations' to industry and academia.

The objective of this study is to understand and analyse the expectations of students who graduate from colleges across the country and are eligible for being considered for employment.

For the purpose of this report, the term '**GenNext**', has been used to connote the respondents of this study, most of who are below the age of twenty five years. The study aims to

- Make meaningful comparisons across various segments of the future workforce
- Provide pointers to industry on the typical expectation profile of the future workforce
- Provide international comparisons wherever possible

We provide analyses of demographic variables, future workforce preferences and factor-analysed trends on the following aspects:

- Factors considered while evaluating and selecting a company
- Preferred source for obtaining information about the company
- Preferred selection methods
- Preferred mode of assessment
- Preferred industry segment, company and work location (city)
- Preferred compensation
- Work values
- Career aspirations

This study is in continuation to the first Future Workforce Study done in 2008 and the second study done in 2010-11. We have provided comparisons and contrasts to make it easy for the reader to see trends.

We are confident that the insights provided herein would help industry in redesigning their sourcing strategies and academic institutions in making appropriate interventions for meeting the expectations of the graduating students.

Sincerely,

R. Kannan

CEO, AssessPeople

Dr Arup Varma

Advisor, AssessPeople & Professor of HRM, Loyola University Chicago

What's different about this study?

- First-of-its kind, comprehensive study designed to understand future workforce expectations.
- Surveyed students from broad academic streams - Engineering, Non Engineering, Non-Management, Management premier and Management-non-premier.
- Data collected from a large representative and comprehensive sample from institutions across the country

Research methodology

The research data referenced in this report are based on responses from students of engineering, non engineering and management (premier and non-premier) institutes across the country. Data were collected during October 2011 to February of 2012.

A total of **3177** students participated in the study. The data were screened for outliers, and the final analyses in this report are based on **3149** usable responses.

The respondent profile is exhibited in the table 1 below:

Table 1

Academic Qualification	Percent
Graduate-Engineering	29%
Graduate-Non engineering-Non Mgmt	30%
Post-Graduate Management - Premier	15%
Post-Graduate Management – Others	26%

The sample of institutions for the study was randomly selected from the universe of colleges available across the country, stratified according to the four regions in India and the academic streams. The cluster of students from the selected sample of institutions was invited to participate in the study. The stratification for the institutes of management education was based on a method of ranking that was developed by the research team based on various published studies which had ranked these institutions. The strata for the premier category of institutes of the management category was those who featured in the top thirty in rankings published by different publications/bodies.

The sample distribution among various institutions across the regions is given below in the table below:

Table 1A

Region	N	Engg	Non Engg	Mgmt Premier	Mgmt Others
North	757	227	214	125	191
East	675	163	236	92	184
West	878	275	241	130	232
South	839	251	258	113	217
Total	3149	916	949	460	824

Data collection was done in two modes. Ninety eight percent of the respondents provided responses online while the rest of the responses were collected offline.

The sampling technique was designed to ensure that all the four regions are adequately and equitably represented. The region- wise profile of respondents for the study is given in table 2 below:

Table 2

Region	N	Percent
North	757	24.1
East	675	21.4
West	878	27.9
South	839	26.6
Total	3149	100

Analytic Technique:

A variety of statistical techniques were used to analyze the data. To detect structure in the relationships between variables, and to classify variables, factor analysis (principal component analysis) was undertaken.

The means and standard deviations of various dimensional variables (items) were calculated out in order to identify those variables which could be included in the factor analysis (only variables with non-zero standard deviations were considered). The factors and the rotated factors were derived.

The data are presented for various academic specializations -- Engineering, Non Engineering-Non Management, Management-premier, and Management-others. The definitions of the specializations are as follows.

Engineering – Students in the final year of graduation in engineering courses

Non Engineering-Non Management – Students in the final year of graduation in non engineering, non management courses

Management-premier – Students from management institutes ranked in the top thirty as per the criterion noted above.

Management-Others – Students from management institutes other than those defined in the management-premier category above.

Executive Summary

With around one half of the population of India in the age group of twenty five years or below, there is little doubt that this group or GenNext as we have chosen to call them, will have a very significant impact on the business and economy in the near future. This study of over **3100** respondents across different regions from different academic streams provides a comprehensive snapshot of the expectations of GenNext, by focusing on key relevant issues. This study is a follow-up to the two Future workforce expectations studies conducted in 2008 and 2010-11.

In this study, we wanted to see if there are changes to the expectation profiles in the 3 editions of the survey. Not surprisingly, we find that the expectations have changed considerably over the last 4 or so years.

Clearly, it is imperative for organizations to pro-actively track future workforce expectations, so they may design policies that would help them attract talent with the best 'fit.'

As an example, this year's findings reinforce the need for companies to invest time and energy in updating their 'web' presence. Students across the board have indicated that they browse the web, especially the company websites for information.

Next, Scientific assessments seem to be the preferred choice as far as assessment methods go. It is also interesting to note that students across categories and regions prefer the online mode.

This year's study also clearly establishes the fact that students prefer to receive thorough formal training from companies before they are given professional responsibilities.

The preference of industry segment seems to be changing based on the students 'perception' on how the economy is doing. Financial Services seem to have made a comeback across the different academic streams. Further, in this edition of the study, Engineering students have shown a strong preference for 'Manufacturing' (53.5%), while Non Engineering-Non Management students seem to prefer 'Financial Services' (27.2%) as the first choice. 'Manufacturing' (18%) is the preferred choice of students from premier management institutes while 'Financial Services' (24.2%) has been identified as the top choice by non-premier management students.

In this year's study 'Job' and 'company' related aspects have been given more weightage over others indicating that GenNext is particular about their job description and content, as well as the company's reputation and values. Next, as one might predict, compensation expectations have gone up when compared to the last two editions of the survey across the board.

In terms of work location, the National Capital region (NCR) retains its tag as the most preferred work location. Bangalore and Pune also retain their second and third positions respectively.

This year's findings reinforce the fact that that organisations need to continually understand the changing expectation profiles of the future workforce, as also the regional cultural differences and incorporate this in their talent engagement strategies.

What does GenNext look for in a company?

One of the main objectives of the study is to understand the factors that the future workforce considers most important in selecting the company of their choice for employment. The table below lists the factors arranged in descending order of magnitude so that the most important item receives Rank 1, the second Rank 2 and so on. We have compared the feedback of the current survey with the survey feedback of the 2008 and 2010-11 editions.

Table 3

National

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Image of Company	Technology used	Company Mgmt	Image of Company	Job security	Image of the company
2	Size of Company	Job security	Job security	Company Mgmt	Image of Company	Company Mgmt
3	Company Mgmt	Company Mgmt	Technology used	Size of Company	Company Mgmt	Job security
4	Location of Work	Image of Company	Type of industry	Job Security	Type of Industry	Job profile
5	Designation	Job profile	Job Profile	Type of Industry	Technology used	Technology used

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Initial Training	Job profile	Job profile	Job Profile	Job profile	Job security
2	Company Mgmt	Image of Company	Image of Company	Type of Industry	Image of Company	Company Mgmt
3	Image of Company	Designation	Job security	Compensation	Job security	Job profile
4	Job Profile	Company Mgmt	Company Mgmt	Size of Company	Company Mgmt	Image of the Company
5	Technology Used	Compensation	Compensation	Image of Company	Designation	Type of Industry

Commentary

- Factors related to the 'company' and 'job' seem to matter the most to students when deciding on the organisation they would like to work for. This trend has been consistent in all editions of the study.

Recommendations

GenNext seems to be very particular about what an organisation stands for and their job role. Companies need to initiate campus connect programmes and offer Realistic Job Previews to ensure that they attract the best talent.

Table 4**Regional: North**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Image of Company	Job profile	Training Period	Image of Company	Job security	Family opinion
2	Company Mgmt	Technology used	Size of company	Size of Company	Mgmt of company	Training
3	Size of Company	Type of industry	Opinion of family members	Company Mgmt	Designation	Designation
4	Designation	Job security	Location of work	Potential to Work Abroad	Compensation	Compensation
5	Location of Work	Image of Company	Compensation	Training Period	Image of Company	Work abroad

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Company Mgmt	Job profile	Training Period	Image of Company	Job profile	Type of industry
2	Size of Company	Image of Company	Location of work	Type of Industry	Mgmt of company	Training Period
3	Image of Company	Mgmt of company	Size of the company	Company Mgmt	Image of Company	Technology used
4	Job Profile	Compensation	Designation	Job Profile	Type of industry	Size of the company
5	Compensation	Designation	Technology used	Compensation	Job security	Location of work

Commentary

The training period seems to be the top factor for Engineering and premier Management students from the north in the current edition of the survey. What is also interesting to note is that Non Engineering-Non Management students consider their family members' opinions key to their decision

Table 5**Regional: South**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Image of Company	Job security	Job security	Image of Company	Job security	Image of the company
2	Size of Company	Technology used	Technology used	Size of Company	Image of Company	Company Mgmt
3	Company Mgmt	Company Mgmt	Company Mgmt	Company Mgmt	Family opinion	Job security
4	Opinion of Family Members	Type of industry	Image of the company	Training Period	Company Mgmt	Job profile
5	Job Profile	Image of Company	Type of industry	Job Profile	Technology used	Technology used

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Initial Training	Job profile	Job security	Size of Company	Job profile	Type of industry
2	Company Mgmt	Designation	Image of the company	Image of Company	Job security	Image of the company
3	Location of Work	Image of Company	Management of the company	Company Mgmt	Image of Company	Job profile
4	Designation	Mgmt of company	Job profile	Job Profile	Designation	Company Mgmt
5	Type of Industry	Compensation	Location of work	Designation	Company Mgmt	Designation

Commentary

Engineering students from the South have shown the same preferences as in the last edition of the survey whereas for the other categories, while the factors remain the same, the order of importance seems to have changed.

A common trend among all the categories is that 'Image of the company' seems to have moved up indicating that students are particular about what a company stands for, and how it is viewed by the general public

Table 6**Regional: East**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Company Mgmt	Technology Used	Company Mgmt	Job Security	Image of Company	Job profile
2	Job Security	Image of Company	Job profile	Location of Work	Job security	Technology used
3	Training Period	Company Mgmt	Technology used	Opinion of Family Members	Job profile	Compensation
4	Potential to work abroad	Job security	Training Period	Job Profile	Company Mgmt	Image of the company
5	Image of Company	Type of company	Job security	Designation	Compensation	Type of industry

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Company Mgmt	Job profile	Job profile	Image of Company	Image of Company	Location of work
2	Size of Company	Image of Company	Compensation	Type of Industry	Job security	Company Mgmt
3	Image of Company	Designation	Image of the company	Company Mgmt	Company Mgmt	Size of the company
4	Job Profile	Compensation	Type of industry	Job Profile	Job profile	Job profile
5	Technology used	Company Mgmt	Designation	Compensation	Designation	Training period

Commentary

In the east, 'Job profile' has emerged as a very important factor across categories, while there are a lot changes in the other factors across the board.

Table 7**Regional: West**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Compensation	Job profile	Type of industry	Size of Company	Job security	Company Mgmt
2	Job Profile	Job security	Location of work	Image of Company	Designation	Image of the company
3	Designation	Company Mgmt	Job profile	Company Mgmt	Job profile	Job security
4	Job Security	Technology used	Technology used	Job Profile	Image of company	Type of industry
5	Company Mgmt	Image of company	Company Mgmt	Designation	Type of industry	Job profile

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Opinion of Family Members	Image of company	Job profile	Compensation	Company Mgmt	Job security
2	Potential to Work Abroad	Designation	Image of the company	Designation	Compensation	Type of industry
3	Initial Training	Job profile	Company Mgmt	Job Profile	Job security	Image of the company
4	Type of Industry	Job security	Job security	Type of Industry	Image of company	Designation
5	Job Profile	Mgmt of company	Compensation	Size of Company	Designation	Job profile

Commentary

In the west, the 'Type of Industry' has moved into the top 5 in three of the four categories. Other than that, the trends continue to indicate a strong preference towards 'Job' and 'company' related aspects. As is the case with the feedback from other regions, the top 5 factors are almost completely different from the last edition of the study.

Overall Recommendations

A comparative analysis of feedback between the three editions of the survey depicts a stark contrast in the top 5 factors. This indicates a change in preferences almost every year. It is important for companies to keep reinventing their talent attraction and engagement strategies to suit the changing preferences of the future workforce. What is clear is that organizations need to pay attention to the different set of factors considered important by students from different streams, in the different regions, and design their strategies accordingly.

Where do we prefer to get information about the company?

Respondents were asked to rate the source of information they prefer most about their potential employers and the following table lists the top five preferred sources and compares the feedback between the earlier studies and the current study.

Table 8

National

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentations	Company Website	Company website	Faculty Opinion & Advice	Search websites	Feedback from alumni
2	Company Advertisements	Search websites	Feedback from alumni	Feedback from Alumni	Company Website	Company website
3	Interview	Feedback from alumni	Search websites	Interviews	Feedback from alumni	Search websites
4	Search Websites	Pre Placement Presentation	Faculty opinion and advice	Search Websites	Faculty opinion and advice	Interview
5	Company Website	Opinion of Family members	Interview	Company Website	Interview	Faculty opinion and advice

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentations	Feedback from alumni	Feedback from alumni	Feedback from Alumni	Company Website	Company website
2	Company Advertisements	Company Website	Company website	Faculty Opinion and Advice	Feedback from alumni	Interview
3	Company Website	Pre Placement Presentation & Audio Visuals	Search websites	Published Materials	Search websites	Search websites
4	Search Websites	Faculty Opinion and Advice	Pre placement talk	Interview	Pre Placement Presentation	Opinion of the family members
5	Faculty Opinion	Search websites	Faculty opinion and advice	Pre Placement Presentation	Interview	Feedback from alumni

Commentary

Web based information gathering has become the preferred source across the board with students preferring to visit the company websites for information. They have also indicated a preference for web search for information and views on companies. 'Feedback from alumni' continues to be an important source of information as it appears in the top 3 ranks in three out of the four categories and Interviews appear in the top 5 ranks in three categories..

Table 9

Regional: North

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentation	Search websites	Feedback from Alumni	Pre Placement Presentation	Search websites	Company website
2	Company Advertisements	Company Website	Company website	Interviews	Interview	Search websites
3	Company Website	Feedback from alumni	Search websites	Search Websites	Pre Placement Presentation	Feedback from Alumni
4	Search Websites	Opinion of Family Members	Pre placement Presentation	Company Website	Company Advertisements	Pre Placement Presentation
5	Interviews	Pre Placement Presentation	Opinion of family members	Faculty Opinion	Feedback from alumni	Opinion of family members

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentation	Company Website	Search websites	Pre Placement Presentation	Feedback from alumni	Company website
2	Published Materials	Feedback from alumni	Company website	Feedback From Alumni	Company Website	Interview
3	Feedback From Alumni	Search websites	Faculty opinion and advice	Faculty Opinion	Search websites	Opinion of family members
4	Company Advertisements	Pre Placement Presentation	Pre Placement Presentation	Interviews	Pre Placement Presentation	Company advertisement
5	Interviews	Faculty opinion	Feedback from Alumni	Opinion of Family Members	Interview	Search websites

Commentary

'Web based' information gathering is preferred by students from the North. What is interesting is that 'Interview' which has been identified as a preferred information source by students nationally doesn't seem to be given top priority in the North.

Table 10**Regional: South**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Interview	Company Website	Company website	Faculty Opinion	Opinion of Family Members	Company website
2	Opinion of Family Members	Feedback from alumni	Feedback from alumni	Feedback From Alumni	Interview	Interview
3	Pre Placement Presentation	Opinion of Family Members	Opinion of family members	Company Website	Search websites	Feedback from alumni
4	Search Websites	Interview	Search websites	Search Websites	Company Website	Faculty opinion and advice
5	Company Website	Search websites	Pre placement Presentation	Pre Placement Presentation	Faculty opinion	Search websites

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentation	Feedback from alumni	Company website	Feedback From Alumni	Search websites	Search websites
2	Company, Advertisements	Company Website	Feedback from alumni	Faculty Opinion	Company Website	Company website
3	Published Materials	Pre Placement Presentation	Search websites	Company Advertisements	Feedback from alumni	Interview
4	Opinion of Family Members	Search websites	Pre placement Presentation	Published Materials	Pre Placement Presentation	Pre placement Presentation
5	Faculty Opinion	Faculty opinion	Published materials	Company Website	Interview	Faculty opinion and advice

Commentary

In the south, the top source of information gathering seems to be different for different categories of students. However as is the case nationally, 'Web based' research has a strong presence in the top 5 across the board.

Table 11**Regional: East**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentation	Search websites	Search websites	Pre Placement Presentation	Feedback from alumni	Feedback from alumni
2	Company Website	Feedback from alumni	Company website	Faculty Opinion	Company Website	Interview
3	Search Websites	Company Website	Interview	Interviews	Search websites	Search websites
4	Published Materials	Family opinion	Pre placement Presentation	Feedback From Alumni	Pre Placement Presentation	Company website
5	Company Advertisements	Pre Placement Presentation	Feedback from alumni	Search Websites	Faculty opinion	Company advertisement

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Pre Placement Presentation	Feedback from alumni	Pre placement talk	Pre Placement Presentation	Company Website	Feedback from alumni
2	Feedback From Alumni	Company Website	Published materials	Published Materials	Feedback from alumni	Company Website
3	Published Materials	Pre Placement Presentation	Company website	Company Advertisements	Search websites	Interview
4	Company Website	Faculty opinion	Search websites	Interviews	Faculty opinion	Pre placement Presentation
5	Search Websites	Interview	Feedback from alumni	Feedback From Alumni	Interview	Opinion of the family members

Commentary

‘Feedback from alumni’ continues to be featured prominently as a top source of information across the board in the East. The importance of web based information gathering has also been reinforced.

Interestingly, like in the south, the top factor seems to be different for different categories of students in the east.

Table 12**Regional: West**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Search Websites	Pre Placement Presentation	Company website	Company Website	Company Website	Faculty opinion and advice
2	Company Website	Company Website	Search websites	Search Websites	Faculty opinion	Feedback from alumni
3	Faculty Opinion	Search websites	Faculty opinion and advice	Pre Placement Presentation	Pre Placement Presentation	Interview
4	Company Advertisements	Feedback from alumni	Feedback from alumni	Published Materials	Feedback from alumni	Company website
5	Published Materials	Interview	Interview	Company Advertisements	Search websites	Search websites

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Faculty Opinion	Company Website	Feedback from alumni	Pre Placement Presentation	Pre Placement Presentation	Search websites
2	Interviews	Feedback from alumni	Company website	Faculty Opinion	Company Website	Feedback from alumni
3	Feedback From Alumni	Faculty opinion	Search websites	Interviews	Feedback from alumni	Interview
4	Pre Placement Presentation	Interview	Pre placement Presentation	Opinion of Family Members	Interview	Published materials
5	Search Websites	Pre Placement Presentation	Faculty opinion and advice	Company Advertisements	Published materials	Opinion of the family members

Commentary

In the west, the top factor seems to be different for different categories of students. Overall, 'Feedback from Alumni' and web research have held on to their position in the top 5. What is interesting is that 'Faculty opinion and advice' has figured prominently in the top 5 across categories in this edition of the survey; whereas, Pre Placement Presentation seems to have faded away from the list of top 5 information sources.

Overall Recommendations

Clearly, it is critical for companies to make all relevant and current information available to prospective candidates to get their mindshare. Students from different educational streams, and regions of the country, rely on different sources for their information signaling that organizations need to devise channels to disseminate information through different sources, at the same time ensuring that the information is consistent and clear. From the findings of all the 3 editions of the survey, it is abundantly clear that the web is becoming the primary channel for students.

How do we want to be assessed?

Table 13

National

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tests on Subject Knowledge	Interviews	Test on subject knowledge	Tests on General Aptitude	Interviews	Test on general aptitude
2	Interviews	Test on subject knowledge	Interviews	Tests on Subject Knowledge	Test on subject knowledge	Personality tests
3	Practical Tests	Practical test	Test on general aptitude	Personality Tests	Practical test	Interviews
Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tests on general aptitude	Interviews	Personality tests	Group Discussions	Interviews	Personality tests
2	Tests on subject knowledge	Personality Tests	Interviews	Personality Tests	Test on general aptitude	Test on subject knowledge
3	Personality tests	Test on subject knowledge	Practical tests	Interviews	Practical test	Interviews

Commentary

Scientific assessments seem to have become the preferred selection method across the board. Different varieties of tests have been preferred by the different student categories indicating that companies need to incorporate tailor made assessment modules in their selection process.

Table 14

Preferred Mode of assessment

Mode	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Online	86.6	64.73	91.5	78.1	70.85	88.0
Offline	13.4	35.27	8.5	21.9	29.15	12.0
Mode	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Online	79.1	58.27	81.7	86.7	65.25	83.9
Offline	20.9	41.73	18.3	13.3	34.75	16.1

Respondents have also categorically stated a preference for Online mode of assessments with more than 80% favoring the internet medium

Table 15**Regional: North**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tests on Subject Knowledge	Interviews	Personality Tests	Group Discussions	Interviews	Tests on general aptitude
2	Interviews	Test on subject knowledge	Test on subject knowledge	Interviews	Test on general aptitude	Interviews
3	Personality Tests	Personality Tests	Interviews	Tests on Subject Knowledge	Personality Tests	Personality Tests
Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tests on Subject Knowledge	Interviews	Personality Tests	Tests on Subject Knowledge	Interviews	Personality Tests
2	Tests on General Aptitude	Practical Test	Interviews	Personality Tests	Test on general aptitude	Practical tests
3	Practical Tests	Test on general aptitude	Practical tests	Group Discussions	Test on subject knowledge	Interviews

Commentary

Students from the North have indicated a particular preference for Personality tests with 3 out of the 4 categories identifying as the top choice. Interviews continue to find a place in top 3 indicating the robustness of the process

Preferred Mode of assessment**Table 16**

Mode	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Online	77.3	62.58	87.0	74.4	100	87.9
Offline	22.7	37.42	13.0	25.6	Nil	12.1
Mode	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Online	77.8	52.08	82.1	84.8	53.33	100.0
Offline	22.2	47.92	17.9	15.2	46.67	0.0

The trend from the North with respect to online/offline assessments seems to be in line with the national trends where the majority prefers an online mode.

Table 17**Regional: South**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Personality Tests	Test on subject knowledge	Tests on Subject Knowledge	Tests on Subject Knowledge	Practical test	Tests on Subject Knowledge
2	Practical Tests	Practical test	Practical tests	Tests on General Aptitude	Test on subject knowledge	Interviews
3	Tests on Subject Knowledge	Interviews	Interviews	Personality Tests	Personality Tests	Tests on general aptitude
Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Interviews	Interviews	Personality Tests	Tests on Subject Knowledge	Interviews	Tests on general aptitude
2	Tests on Subject Knowledge	Personality Tests	Tests on general aptitude	Tests on General Aptitude	Personality Tests	Personality Tests
3	Personality Tests	Practical test	Practical tests	Interviews	Test on subject knowledge	Interviews

Commentary:

Overall in the south, scientific assessments seem to be the preferred. Engineering and Non engineering-Non management students have shown a preference for Subject knowledge tests,

Preferred Mode of assessment**Table 18**

Mode	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Online	86.1	66.35	92.5	86.3	67.02	81.0
Offline	13.9	33.65	7.5	13.7	32.98	19.0
Mode	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Online	92.3	50	75.8	84.5	72.73	88.5
Offline	7.7	50	24.2	15.5	27.27	11.5

Students from the South very clearly seem to prefer an online mode of assessment.

Table 19**Regional: East**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Group Discussions	Interviews	Test on subject knowledge	Practical Tests	Test on subject knowledge	Tests on General Aptitude
2	Personality Tests	Practical test	Tests on General Aptitude	Tests on Subject Knowledge	Interviews	Interviews
3	Tests on Subject Knowledge	Test on subject knowledge	Interviews	Interviews	Personality Tests	Test on subject knowledge
Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tests on General Aptitude	Interviews	Tests on General Aptitude	Personality Tests	Interviews	Tests on General Aptitude
2	Tests on Subject Knowledge	Test on subject knowledge	Interviews	Group Discussions	Personality Tests	Personality Tests
3	Practical Tests	Practical test	Group discussion	Interviews	Test on general aptitude	Test on subject knowledge

Commentary:

Overall, in the eastern region, Aptitude tests seem to be the top choice.

Engineering students from the east have identified Tests on Subject knowledge as their preferred method of assessment.

Preferred Mode of assessment**Table 20**

Mode	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Online	74.9	62.18	73.2	75	45.45	100.0
Offline	25.1	37.82	26.8	25	54.55	0.0
Mode	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Online	63.7	48.89	92.9	84.4	55.17	83.7
Offline	36.3	51.11	7.1	15.6	44.83	16.3

As is the case nationally, online mode of assessments is preferred by students from the East as well.

Table 21**Regional: West**

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tests on Subject Knowledge	Interviews	Personality Tests	Tests on Subject Knowledge	Test on general aptitude	Personality Tests
2	Interviews	Test on subject knowledge	Tests on General Aptitude	Interviews	Interviews	Interviews
3	Personality Tests	Test on general aptitude	Tests on Subject Knowledge	Group Discussions	Test on subject knowledge	Tests on General Aptitude
Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tests on Subject Knowledge	Test on general aptitude	Personality Tests	Interviews	Practical test	Personality Tests
2	Tests on General Aptitude	Test on subject knowledge	Interviews	Tests on Subject Knowledge	Test on general aptitude	Practical tests
3	Practical Tests	Personality Tests	Tests on General Aptitude	Personality Tests	Interviews	Interviews

Commentary:

Personality tests seem to be the preferred choice of students from the west.

Preferred Mode of assessment**Table 22**

Mode	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Online	74.5	67.66	81.8	77.4	78.95	83.8
Offline	25.5	32.34	18.2	22.6	21.05	16.2
Mode	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Online	89.2	100	80.0	90.9	100	86.4
Offline	10.8	Nil	20.0	10.1	Nil	13.6

The trends from the West are very similar to that from the North where students from all categories prefer the online mode,

Overall Recommendations

The findings from the current study indicate that students prefer a 'hi-tech hi-touch approach' with the right mix of objective assessment in the form of tests and a human touch in the selection process through interviews.

Are we ready to get on the job?

Table 23

National

Category	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	86.6	90.73	86.6	82.5	76.44	86.4
Companies that put employees on the job straight away	13.4	9.27	13.4	17.5	23.56	13.6
Category	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	80.8	80.58	79.6	83.1	82.27	81.3
Companies that put employees on the job straight away	19.2	19.42	20.4	16.9	17.73	18.7

Commentary

The findings from the current study are in line with the findings of the earlier studies. Respondents across the board prefer to join companies that have formal induction and training programs. The importance of structured on-boarding programs needs to be emphasized here as students seem to have made their preference clear across the 3 editions of the survey.

Table 24

Regional: North

Category	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	84.3	92.9	90.3	80.3	75	87.9
Companies that put employees on the job straight away	15.7	7.1	9.7	19.7	25	12.1
Category	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	80	89.58	88.8	84.8	93.33	33.5
Companies that put employees on the job straight away	20	10.42	11.2	15.2	6.67	66.5

Overall in the North, companies with a formal induction training process are preferred. However students from non-premier management institutes seem to prefer getting on the job straight away.

Table 25

Regional: South

Category	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	92.7	88.46	89.6	83.8	87.23	71.7
Companies that put employees on the job straight away	7.3	11.54	10.4	16.2	12.77	28.3
Category	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	92.3	62.5	85.0	84.5	84.85	96.3
Companies that put employees on the job straight away	7.7	37.5	15.0	15.5	15.15	3.7

In the south, the preference for companies with a formal induction training processes is very high and across the board.

Table 26

Regional: East

Category	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	82.2	91.71	100.0	79.4	45.45	100.0
Companies that put employees on the job straight away	17.8	8.29	0.0	20.6	54.55	0.0
Category	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	73.5	71.11	73.9	79.2	75.86	100.0
Companies that put employees on the job straight away	26.5	28.89	26.1	20.8	24.14	0.0

The East has shown an overwhelming preference for companies with formal induction training. However, a significant percentage of students from premier management institutions have indicated that they would not mind joining companies without a formal induction training process.

Table 27

Regional: West

Rank Category	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	87.5	90.42	72.7	85.3	78.95	87.6
Companies that put employees on the job straight away	12.5	9.58	27.3	14.7	21.05	12.4
Category	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Companies with formal induction training	80.7	100	70.0	83.6	80	91.8
Companies that put employees on the job straight away	19.3	Nil	30.0	16.4	20	8.2

The trends from the west seem to be consistent with the overall national trend with a clear preference for companies with a formal induction training programme.

Overall Recommendations

An overwhelming majority of participants in all editions of our study have expressed their desire to join companies that offer formal on-boarding as well as ongoing training. It is imperative for organizations to ensure that they have structured induction and training programmes in place. Research suggests that the first initial weeks and months in an organisation are very critical in getting the mindshare of the employee. Companies need to invest in making their on boarding and training processes robust as well as interesting.

What do we prefer to get paid?

Table 28

National

Expected Gross Compensation per annum INR	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	5.7	2.49	1.2	7.6	3.63	1.8
1,00,000 – 2,00,000	31.3	6.64	5.2	35	21	20.0
2,00,000 – 3,00,000	23.7	12.59	8.3	23.8	33.38	23.7
3,00,000 – 4,00,000	21.2	43.98	33.2	13.3	15.56	22.8
4,00,000 – 5,00,000	6.7	23.37	27.9	12	12.54	16.1
> 5,00,000	11.4	10.93	24.1	8.3	13.9	15.6
Expected Gross Compensation per annum INR	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	3.3	0.72	0.7	1.9	Nil	0.0
1,00,000 – 2,00,000	7.4	7.91	5.4	16	2.84	10.9
2,00,000 – 3,00,000	6.3	7.91	0.4	19.2	14.89	23.4
3,00,000 – 4,00,000	8	0	12.0	34.1	29.08	23.5
4,00,000 – 5,00,000	8.8	2.88	14.8	21.1	19.15	20.0
> 5,00,000	66.2	80.58	66.7	7.7	34.04	22.1

Commentary:

Salary expectations seem to have gone up across the board from the last editions of the study.

- Findings in this year's edition show that about 52% of engineering graduates expect a compensation of more than Rs. 4,00,000/- per annum, up by 18% from the last edition of the survey.
- In the Non Engineering-Non Management, more than 54% of students expect a salary of more than Rs. 3,00,000/- per annum, up by over 12% from the last edition of the survey.
- More than 66% of students from premier management institutes expect a salary of more than Rs. 5,00,000/- per annum. Interestingly, this is down from last time by 14%.
- More than 65% of students from Non-premier management institutes expect a salary of more than Rs. 3,00,000/- per annum. Here again this is down by a considerable 17% from the last edition of the survey.

Table 29**Regional: North**

Expected Gross Compensation per annum INR	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	6.3	3.23	2.6	2.8	Nil	0.0
1,00,000 – 2,00,000	15.7	2.58	5.3	17.9	12.5	0.0
2,00,000 – 3,00,000	25.5	6.45	10.1	25.1	25	29.9
3,00,000 – 4,00,000	22.5	45.16	42.7	21.4	25	40.7
4,00,000 – 5,00,000	14.3	24.52	32.2	19.7	12.5	17.8
> 5,00,000	15.7	18.06	7.0	13.1	25	11.7
Expected Gross Compensation per annum INR	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	0	2.08	0.0	2	Nil	0.0
1,00,000 – 2,00,000	2.2	Nil	0.0	8.3	Nil	22.0
2,00,000 – 3,00,000	6.7	Nil	0.0	21.1	Nil	0.0
3,00,000 – 4,00,000	15.6	Nil	11.2	45.6	3.33	23.0
4,00,000 – 5,00,000	8.9	4.17	11.2	21.6	13.33	22.0
> 5,00,000	66.7	93.75	77.6	1.5	83.33	33.0

Commentary

In the North, the expectation at the highest salary bracket (indicated in the survey at Rs. 5,00,000/-) seems to have declined across the board. There has been a considerable increase in the expectations in the Rs. 4,00,000/- range. This signals a shift in the students' mind with respect to the expectation.

Table 30
Regional: South

Expected Gross Compensation per annum INR	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	6.8	1.44	2.0	11.7	8.51	3.5
1,00,000 – 2,00,000	67.6	6.25	4.4	53.8	35.11	21.3
2,00,000 – 3,00,000	12.8	13.94	7.6	22.3	28.72	38.8
3,00,000 – 4,00,000	7	45.19	32.3	7.5	11.7	11.6
4,00,000 – 5,00,000	2.9	26.92	42.2	3.7	11.7	7.8
> 5,00,000	2.9	6.25	11.6	1	4.26	17.1
Expected Gross Compensation per annum INR	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	15.4	Nil	2.7	4.7	Nil	0.0
1,00,000 – 2,00,000	30.8	Nil	10.6	41.6	6.06	22.1
2,00,000 – 3,00,000	15.4	Nil	1.8	27.1	18.18	47.9
3,00,000 – 4,00,000	15.4	Nil	13.3	17	27.27	18.9
4,00,000 – 5,00,000	7.7	4.17	13.3	6.9	9.09	7.4
> 5,00,000	15.4	95.83	58.4	2.5	39.39	3.7

Commentary:

Expectations in the highest salary bracket have gone up from Engineering and Non Engineering-Non Management students, whereas there appears to be a downward trend for both the management student categories.

Table 31**Regional: East**

Expected Gross Compensation per annum INR	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	4.5	3.11	0.0	7.4	Nil	16.9
1,00,000 – 2,00,000	11.7	9.33	5.5	20.6	Nil	0.0
2,00,000 – 3,00,000	20.6	13.99	31.3	25	27.27	33.1
3,00,000 – 4,00,000	40.5	44.56	31.9	14.7	18.18	33.5
4,00,000 – 5,00,000	6.1	18.13	31.3	17.6	27.27	16.5
> 5,00,000	16.6	10.88	0.0	14.7	27.27	16.9
Expected Gross Compensation per annum INR	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	0	Nil	0.0	0	Nil	0.0
1,00,000 – 2,00,000	0.9	Nil	0.0	3.6	1.72	16.8
2,00,000 – 3,00,000	2.7	Nil	4.3	6.8	18.97	16.8
3,00,000 – 4,00,000	0.9	Nil	7.1	38.8	44.83	16.3
4,00,000 – 5,00,000	2.7	2.22	65.4	34.4	24.14	50.0
> 5,00,000	92.9	97.78	23.2	16.4	10.34	0.0

Commentary:

The trends from the east seem to be in line with the rest of the country indicating that students across the board seem to have adjusted their expectation profiles to current market realities. A clear indication of this is the fact that in the last edition of the survey more than 97% of premier management students expected a salary of above Rs. 5,00,000/- , this has scaled down to 23.2 % while there is a significant 63% percentage increase in the Rs. 4,00,000/--5,00,000/- category.

Table 32**Regional: West**

Expected Gross Compensation per annum INR	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	5.2	2.4	0.0	9.9	0	3.3
1,00,000 – 2,00,000	29.7	7.78	9.1	58.7	15.79	39.4
2,00,000 – 3,00,000	38.5	14.97	9.1	21.2	47.37	25.3
3,00,000 – 4,00,000	12	3.59	27.3	5.5	0	8.7
4,00,000 – 5,00,000	4.2	23.95	9.1	3.1	5.26	6.6
> 5,00,000	10.4	10.18	45.5	1.7	15.79	16.6
Expected Gross Compensation per annum INR	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	0	0	0.0	0.6	0	0.0
1,00,000 – 2,00,000	0	0	0.0	6.4	5	0.0
2,00,000 – 3,00,000	2.4	0	10.3	19.8	20	25.0
3,00,000 – 4,00,000	2.4	0	19.7	39.5	0	33.6
4,00,000 – 5,00,000	18.1	50	29.6	24	30	33.2
> 5,00,000	77.1	50	40.4	9.7	20	8.2

Commentary:

The trends from West indicate an increase in expectations at the highest salary bracket for students from Engineering, Non Engineering-Non Management categories, whereas students from both the management categories seemed to have scaled down their expectations at the top salary bracket.

Overall Recommendations

The salary expectations of students from the four streams reveal some interesting patterns, as above. This indicates clearly that students do follow the economic and hiring trends in the country and their expectations are based on those trends. This trend should prove very useful for companies to customise and align their compensation strategies appropriately.

The industries that attract us...

Table 33

National

Industry Segment	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Consulting	6.2	4.84	4.1	5.3	4.38	21.0
Diversified	2	3.46	4.0	4.1	1.96	4.2
Financial Services	11.5	4.43	4.3	27.8	9.21	27.2
FMCG	1.5	1.38	5.5	1.9	6.5	5.8
Hospitality	0.8	0.83	0.8	2.4	4.53	0.0
IT	33	5.53	5.3	19.6	22.36	5.5
ITeS	2.1	0.55	0.9	4.3	5.44	2.7
Manufacturing	8.1	64.45	53.5	3.3	3.63	9.7
Pharma	0.7	0.69	3.3	1.4	16.77	7.9
Retail	0.5	0.83	0.0	2.6	1.96	2.4
Telecom	29.4	2.9	2.7	16.5	9.52	9.3
Others	4.3	10.1	15.6	10.9	13.75	4.3
Total	100	100	100	100	100	100

Industry Segment	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Consulting	12.1	23.02	17.2	3.2	21.99	18.2
Diversified	6	10.79	1.3	7.5	6.38	7.2
Financial Services	37.6	15.11	17.6	21.9	26.24	24.2
FMCG	12.6	12.95	17.0	8.3	14.89	8.3
Hospitality	0.3	3.6	1.3	1.3	0	1.0
IT	7.7	10.07	16.1	8.4	9.93	4.2
ITeS	1.6	10.07	0.0	2.1	2.84	9.3
Manufacturing	1.4	2.16	18.0	4.2	4.96	9.1
Pharma	0.8	1.44	0.0	1.1	2.84	2.4
Retail	1.1	0.72	5.0	4.8	2.84	0.0
Telecom	18.1	0.72	0.7	34.2	3.55	12.5
Others	0.5	9.35	5.9	3	3.55	3.6
Total	100	100	100	100	100	100

Commentary

Engineering and premier management students seem to prefer manufacturing companies whereas Non engineering-Non-management, and Non-premier Management students have given top priority to the Financial Services industry.

Table 34**Regional: North**

Industry Segment	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Consulting	9.8	6.45	7.5	4.6	12.5	29.4
Diversified	2.5	2.58	4.8	5.4	12.5	5.6
Financial Services	6.5	3.23	2.6	11.7	Nil	11.7
FMCG	2	Nil	0	2.8	Nil	5.6
Hospitality	2.5	2.58	0	3.1	25	0
IT	21.8	6.45	7.5	14	12.5	0
ITeS	2.3	1.29	0	1.4	Nil	0
Manufacturing	6.5	61.29	57.3	4.6	Nil	0
Pharma	0.3	Nil	0	1.7	Nil	12.1
Retail	0.8	0.65	0	3.1	12.5	6.1
Telecom	39.8	2.58	0	22.2	12.5	6.1
Others	5.5	12.9	20.3	25.4	12.5	23.4
Total	100	100	100	100	100	100

Industry Segment	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Consulting	8.9	25	32.8	4.4	60	0
Diversified	15.6	20.83	0	7.4	16.67	11
Financial Services	22.2	8.33	0	11.8	16.67	33.5
FMCG	20	20.83	0	9.8	3.33	11
Hospitality	0	4.17	0	2.9	Nil	0
IT	8.9	12.5	22.4	7.4	Nil	11
ITeS	0	Nil	0	2	Nil	0
Manufacturing	0	4.17	44.8	2	Nil	0
Pharma	2.2	2.08	0	1	Nil	0
Retail	2.2	2.08	0	5.9	Nil	0
Telecom	20	Nil	0	42.2	3.33	22
Others	0	Nil	0	3.4	Nil	11.5
Total	100	100	100	100	100	100

Commentary

In the current edition of the study, Engineering and Premier management students have shown a preference for the 'Manufacturing' segment. Non Engineering-Non Management students prefer 'Consulting' while non-premier management students seem to prefer the 'Financial Services' industry.

Table 35

Regional: South

Industry Segment	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Consulting	4.6	3.37	4.8	6	3.19	9.7
Diversified	2.2	4.81	2.8	1.2	1.06	7.8
Financial Services	16.5	5.77	5.6	50	7.45	32.9
FMCG	2.6	1.44	3.2	0.8	1.06	1.6
Hospitality	0.9	0.96	2.8	0.8	Nil	0.0
IT	56.4	3.85	10.4	16.7	27.66	11.2
ITeS	2	0.48	0.8	9.5	12.77	3.9
Manufacturing	2.2	65.87	55.4	1.8	8.51	9.7
Pharma	1.1	1.44	2.0	0.3	28.72	3.9
Retail	0.7	0.48	0.0	1	1.06	3.9
Telecom	7.5	3.37	0.0	5.2	1.06	0.0
Others	3.3	8.17	12.4	6.7	7.45	15.5
Total	100	100	100	100	100	100

Industry Segment	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Consulting	0	29.17	12.4	3.8	6.06	7.4
Diversified	0	Nil	5.3	3.2	Nil	0.0
Financial Services	69.2	29.17	48.7	47.3	33.33	40.6
FMCG	0	4.17	13.3	6	9.09	7.4
Hospitality	0	4.17	5.3	0.9		3.7
IT	15.4	16.67	8.0	13.9	30.3	22.6
ITeS	7.7	8.33	0.0	3.5	Nil	7.4
Manufacturing	0	4.17	1.8	3.8	6.06	7.4
Pharma	0	4.17	0.0	1.3	6.06	0.0
Retail	0	Nil	0.0	1.9	3.03	0.0
Telecom	7.7	Nil	2.7	10.7	3.03	0.0
Others	0	Nil	2.7	3.8	3.03	3.7
Total	100	100	100	100	100	100

Commentary

In south, in the current edition of the study, Engineering students have indicated a preference for 'Manufacturing' while students from all the other categories have shown a preference for 'Financial Services'. The growing number of financial service companies in the region could be one of the contributing factors

Table 36

Regional: East

Industry Segment	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Consulting	6.5	4.15	5.5	5.9	0	0
Diversified	2	1.55	0	10.3	0	0
Financial Services	9.3	3.63	0	17.6	0	16.5
FMCG	0.4	1.04	10.4	2.9	27.27	16.5
Hospitality	0	0	0	2.9	0	0
IT	16.2	9.33	0	10.3	0	0
ITeS	2	0	0	4.4	0	0
Manufacturing	3.2	65.28	74.3	4.4	0	16.9
Pharma	0.4	1.04	0	2.9	9.09	16.5
Retail	0	0	0	4.4	0	0
Telecom	59.1	4.66	0	30.9	36.36	33.6
Others	0.8	9.33	9.8	2.9	27.27	0
Total	100	100	100	100	100	100

Industry Segment	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Consulting	27.4	28.89	8.8	3.2	17.24	0
Diversified	3.5	11.11	0	12.8	5.17	0
Financial Services	37.2	22.22	11.7	13.2	25.86	18.8
FMCG	20.4	15.56	12.6	10.8	24.14	4.8
Hospitality	0	4.44	0	0.8	Nil	0
IT	2.7	8.89	26.0	4	1.72	27.2
ITeS	0	2.22	0	0.8	3.45	39.2
Manufacturing	3.5	Nil	23.4	6.8	6.9	10.8
Pharma	0.9	Nil	0	0.8	3.45	0
Retail	1.8	Nil	14.3	6.4	Nil	0
Telecom	2.7	2.22	0	38.8	5.17	0
Others	0	4.44	3.2	1.6	6.9	0
Total	100	100	100	100	100	100

Commentary

Engineering students from the east have identified 'Manufacturing' as the preferred industry and Non Engineering-Non Management students continue to be prefer 'Telecom'. The preference of premier management students has moved from 'Consulting to 'IT' in this edition,

while non-premier management students prefer 'ITeS' over financial services from the last edition of the survey.

Table 37

Regional: West

Industry Segment	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Consulting	4.2	5.99	0	4.6	5.26	6.6
Diversified	1	4.79	0	1.4	Nil	3.3
Financial Services	13.5	4.79	9.1	36.1	21.05	44.8
FMCG	1	2.99	9.1	0.5	5.26	0
Hospitality	0	Nil	0	2.6	5.26	0
IT	38.5	2.4	9.1	44.2	31.58	9.5
ITeS	2.6	0.6	0	1.2	Nil	6.6
Manufacturing	22.9	64.67	36.3	2.2	Nil	10
Pharma	1	Nil	9.1	0.5	10.53	0
Retail	0.5	2.4	0	1.2	Nil	0
Telecom	6.3	0.6	9.1	3.4	5.26	0
Others	8.3	10.78	18.2	2.2	15.79	19.2
Total	100	100	100	100	100	100

Industry Segment	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Consulting	6	23.4	21.3	1.8	5	8.2
Diversified	4.8	6.7	0	7.6	5	16.4
Financial Services	25.3	8.3	8.7	11.6	30	16.4
FMCG	6	9.4	43.1	7.6	15	0
Hospitality	1.2	0	0	0.9	0	0
IT	6	4.3	8.9	7	15	8.2
ITeS	0	11.6	0	1.8	10	0
Manufacturing	1.2	7.6	12.3	4	5	25.4
Pharma	0	2.7	0	1.2	Nil	8.6
Retail	0	4.7	0	5.8	15	0
Telecom	47	3.8	0	47.7	Nil	16.8
Others	2.4	17.5	5.7	3	Nil	0
Total	100	100	100	100	100	100

Commentary

In the current edition of the survey, 'Manufacturing' seems to be the preferred choice of engineering and non-premier management students in the West. Non Engineering- Non-

Management students seem to prefer 'Financial services'. Interestingly, students from premier management institutes seem to prefer the 'FMCG' industry.

Overall Recommendations:

The industry segment preference seems to be changing with every edition of the survey. This could indicate the changes in the students' perception about prospects of a particular industry and the attractiveness of an industry segment.

Our preferred work location...

Table 38

National

City	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Most preferred city	Bangalore	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	Bangalore	Mumbai
2nd most preferred city	National Capital Region (NCR)	Bangalore	Bangalore	Bangalore	Pune	Bangalore
Third preference	Chennai	Pune	Pune	Chennai	National Capital Region (NCR)	Pune
City	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Most preferred city	Mumbai	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	Kolkata	National Capital Region (NCR)
2nd most preferred city	Bangalore	Bangalore	Bangalore	Bangalore	Bangalore	Bangalore
Third preference	National Capital Region (NCR)	Pune	Pune	Pune	Pune	Pune

Commentary

The preferred city analysis presents an interesting picture. Students from engineering and management seem to indicate their preference for the National Capital Region, followed by Bangalore and Pune.

Table 39**Regional: North**

City	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Most preferred city	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)
2nd most preferred city	Bangalore	Bangalore	Pune	Bangalore	Mumbai	Mumbai
Third preference	Mumbai	Mumbai	Mumbai	Mumbai	Bangalore	Bangalore
City	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Most preferred city	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)	National Capital Region (NCR)
2nd most preferred city	Mumbai	Mumbai	Bangalore	Pune	Mumbai	Pune
Third preference	Pune	Bangalore	Pune	Mumbai	Bangalore	Bangalore

Commentary

Students in the North across the board prefer NCR as their preferred work location. Bangalore and Pune are the next top options. It is interesting to note that Mumbai has moved out of the top 3 preferred cities for students of both the management categories.

Table 40:**Regional: South**

City	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Most preferred city	Chennai	Chennai	Hyderabad	Chennai	Bangalore	Chennai
2nd most preferred city	Bangalore	Bangalore	Bangalore	Bangalore	Hyderabad	Bangalore
Third preference	Hyderabad	Hyderabad	Chennai	Hyderabad	Chennai	Pune
City	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Most preferred city	Chennai	Chennai	Chennai	Chennai	Chennai	Chennai
2nd most preferred city	Bangalore	Bangalore	Bangalore	Bangalore	Bangalore	Bangalore
Third preference	Mumbai	Mumbai	Hyderabad	Hyderabad	Mumbai	Hyderabad

Commentary

In the present study, Chennai retains the top spot among students from 3 of the 4 categories. Interestingly, Engineering students have identified Hyderabad as the most preferred location for work. The top 3 cities remain the same, but the order seems to have changed.

Table 41
Regional: East

City	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Most preferred city	Kolkata	Kolkata	National Capital Region (NCR)	Kolkata	Kolkata	Kolkata
2nd most preferred city	National Capital Region (NCR)	Bangalore	Bangalore	National Capital Region (NCR)	Mumbai	Bangalore
Third preference	Bangalore	Mumbai	Kolkata	Mumbai	Bangalore	Pune
City	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Most preferred city	Mumbai	Mumbai	Bangalore	Mumbai	Kolkata	Hyderabad
2nd most preferred city	Bangalore	Bangalore	Mumbai	Bangalore	National Capital Region (NCR)	Bangalore
Third preference	National Capital Region (NCR)	Pune	Pune	National Capital Region (NCR)	Bangalore	Pune

Commentary

The most preferred city seems to be different for students from different categories.

Table 42
Regional: West

City	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Most preferred city	Mumbai	Pune	Mumbai	Mumbai	Mumbai	Pune
2nd most preferred city	Pune	Mumbai	Pune	Pune	Pune	Mumbai
Third preference	Bangalore	Bangalore	Bangalore	Bangalore	Bangalore	Bangalore
City	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Most preferred city	Mumbai	National Capital Region (NCR)	Bangalore	Pune	Pune	Mumbai
2nd most preferred city	Pune	Bangalore	Mumbai	Mumbai	Mumbai	Pune
Third preference	National Capital Region (NCR)	Pune	Pune	Bangalore	Bangalore	Bangalore

The trends from the current study seem very different from the previous edition of the survey for the West. Mumbai is the preferred choice of the Engineering and Non-premier Management students. Non engineering-Non management students have preferred Pune over Mumbai and Premier management students have indicated different preferences in the 3 editions of the survey

Overall Recommendations:

Student location preferences can help organizations plan their organizational, as well as growth strategies. As an example, organizations may need to tailor compensation packages to attract qualified candidates to cities that may not rank high on student preferences.

Companies we would like to work for

Table 43

National

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	ITC	Tata Group	Tata Group	Tata Group
2	Wipro	ITC	L&T	Citigroup	ITC	Proctor & Gamble
3	Infosys	Hindustan Unilever Ltd	Tata Group	Wipro	Hindustan Unilever Ltd	JP Morgan Chase
4	Bharat Forge	Asia Motor Works	TCS	Reliance ADAG	Infosys	Larsen & Toubro
5	Cognizant	Infosys	Hindustan Unilever Ltd	Scope International	Asia Motor Works	Axis Bank
6	Reliance ADAG	Price Waterhouse Cooper	Indian Oil Corporation Ltd.	Infosys	Adobe	Airtel
7	Airtel	IBM	Saint Gobain	IBM	Deloitte	GE Capital
8	B.S.N.L	EICHER	Infosys	ICICI Bank	Volvo	Cognizant
9	IBM	ACCENTURE	Nomura	ABN AMRO	Dunnhumby	Aon Hewitt
10	HCL	Goldman Sachs	BHEL	HCL Technologies	Price Waterhouse Cooper	GlaxoSmithKline

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	Google	Tata Group	Tata Group	Tata Group
2	Hindustan Unilever Ltd	Infosys	Hindustan Unilever Limited	Reliance ADAG	Wipro	Infosys
3	HSBC Bank	Hindustan Unilever Ltd	ITC	Airtel	ACCENTURE	Airtel
4	Goldman Sachs	ITC	Proctor & Gamble	ABN AMRO	Mahindra & Mahindra	Hewlett Packard
5	Proctor & Gamble	Wipro	McKinsey & Co	Infosys	Cognizant	Cognizant
6	Mckinsey	ACCENTURE	Accenture	Wipro	Infosys	Castrol India Ltd
7	ABN AMRO	Sony	ITC	Citigroup	L&T	IBM
8	J P Morgan Chase Bank	Reliance Industries	Tata Group	Hindustan Unilever Ltd	SAP	RBS
9	Citigroup	L&T	Microsoft	ICICI Bank	ITC	ICICI
10	Infosys	Lupin India	Xerox	ITC	Hindustan Unilever Ltd	Reliance Industries Ltd.

Commentary

Respondents were asked to identify one organisation that they would love to work for. The open ended responses were analysed and a frequency distribution was done on the responses. The table above is a ranking of the organisations identified by respondents from different educational streams.

- The Tata Group with companies across industry verticals like Telecom, IT, ITeS, Steel etc has retained its mindshare as the top company to work for in 2 out of the 4 categories of respondents (Non Engineering-Non Management and Non-premier Management).
- The preference profile of engineering students in the current study continues to be a good mixture of diversified groups, automotive companies, IT and consulting companies.
- Non Engineering-Non Management students again seem to prefer an interesting mix of IT, ITeS and diversified groups. Financial services companies seem to have made a comeback in the top 10 as well.
- Students from premier management institutes have a wider mix of companies from different industry verticals. FMCG, IT, Consulting top the list. The Tata group have been replaced at the top by Google which was not even in the top 10 in the two previous editions of the survey
- The Non-premier Management students also seem to favour a wide variety of companies from industry verticals like IT, Financial Services, Manufacturing and Telecom.

Table 44

Regional: North

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	Tata Group	Tata Group	Tata Group	Aon Hewitt
2	Infosys	Hindustan Unilever Ltd	L&T	Reliance ADAG	Deloitte	Glaxo Smithkline
3	Wipro	ITC	BHEL	IBM	Infosys	American Express
4	HCL	Asia Motor Works	Mahindra & Mahindra	Wipro	ACCENTURE	GE Capital
5	Reliance ADAG	Infosys	Ashok Leyland	Airtel	ITC	Capital IQ
6	Airtel	ACCENTURE	Infosys	HCL	Hindustan Unilever Ltd	Hewlett Packard
7	IBM	CTS	Hero Motor Corp	ICICI Bank	Adobe	Siemens
8	Microsoft	Wipro	Adani group	Hero Honda	Aircel	Vodafone
9	Google	IBM	Bharat Forge	HDFC Bank	Volvo	Google
10	Dell	Airtel	ITC	Infosys	Ernst and Young	Price Waterhouse Coopers

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	Accenture	Tata Group	Tata Group	Airtel
2	Hindustan Unilever	Infosys	Xerox	Reliance ADAG	ITC	ICICI
3	HSBC Bank	ITC	Asian Paints	Airtel	Hindustan Unilever Ltd	Reliance Industries Ltd.
4	Proctor & Gamble	Hindustan Unilever Ltd	BHEL	ICICI Bank	Infosys	Axis Bank
5	Standard Chartered Bank	L&T	Ernst & Young	ITC Group	Deloitte	GE Capital
6	Cognizant	Cognizant	GE Capital	Wipro	Volvo	Hindustan Unilever Limited
7	SBI	IBM	Google	HDFC Bank	Wipro	Morgan Stanley
8	Vodafone	Wipro	McKinsey & Co	Vodafone	Adobe	ITC
9	ICICI Bank	Google Inc.	Oracle	Aditya Birla Group	Dunnhumby	Accenture
10	Airtel	Asia Motor Works	Adani Group	Infosys	Accenture	Xerox

Table 45

Regional: South

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	ITC	Scope International	Tata Group	Tata Group
2	Wipro	Hindustan Unilever Ltd	Indian Oil Corporation Ltd.	Citigroup	ITC	RBS
3	Cognizant	ITC	BHEL	Tata Group	Hindustan Unilever Ltd	Infosys
4	Scope International	Infosys	ONGC	ABN Amro	Infosys	Wipro
5	Citigroup	Asia Motor Works	NTPC	Wipro	Wipro	Aventis
6	ABN Amro	IBM	Reliance Industries Ltd.	Infosys	Dunnhumby	Deloitte
7	HCL	Wipro	Power Grid	Cognizant Technology Solutions	ACCENTURE	GE Capital
8	Infosys	ACCENTURE	Google	HCL	Deloitte	McKinsey & Co
9	ICICI Bank	L&T	Michelin	Acccenture	Ernst and Young	ITC
10	Acccenture	CTS	Tata Group	ICICI Bank	Price Waterhouse Cooper	Accenture

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Scope International	Tata Group	Tata Group	Tata Group	Tata Group	Tata Group
2	ABN AMRO	ITC	Deloitte	ABN AMRO	ITC	Infosys
3	Tata Group	Infosys	Google	Scope International	Infosys	RBS
4	Goldman Sachs	Hindustan Unilever Ltd	State Bank of India	Infosys	Asia Motor Works	Scope International
5	IT Services	ACCENTURE	Cognizant	Wipro	Hindustan Unilever Ltd	Citigroup
6	HDFC Bank	Mahindra & Mahindra	McKinsey & Co	Citigroup	Wipro	Wipro
7	Citigroup	EICHER	3M	ICICI Bank	L&T	Google
8	Aditya Birla Group	Asia Motor Works	Accenture	Reliance ADAG	Reliance Industries	Cognizant
9	Acccenture	Reliance Industries	Cadbury's	Nokia	SBI	Hewlett Packard
10	J P Morgan Chase Bank	Deloitte	Coca Cola	Cognizant	Mahindra & Mahindra	Reliance ADAG

Table 46

Regional: East

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	Tata Group	Tata Group	Tata Group	Axis Bank
2	B.S.N.L	ITC	ABB	Citigroup	ITC	Airtel
3	Wipro	Infosys	Hindustan Unilever Limited	Reliance ADAG	ACCENTURE	L&T
4	Reliance ADAG	ACCENTURE	First Solar	Wipro	Infosys	Proctor & Gamble
5	Infosys	Hindustan Unilever Ltd	Hindustan Aeronautics Limited	Airtel	Asia Motor Works	Tata Group
6	Airtel	IBM	Maruti India Ltd.	ITC Group	JP Morgan	ABB
7	Nokia	L&T	NTPC	Aditya Birla Group	CTS	Aditya Birla Group
8	Vodafone	EICHER	Philips	Infosys	Deloitte	Castrol India Ltd
9	Google	Asia Motor Works	Saint Gobain	SBI	IBM	Cognizant
10	Dell	Wipro	Indian Oil Corporation Ltd.	HCL		First Solar

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	Aditya Birla Group	Tata Group	Tata Group	Tata Group
2	Citigroup	ITC	Microsoft	L G Electronics	ITC	Castrol India Ltd
3	Reliance ADAG	Hindustan Unilever Ltd	NetApp	Reliance ADAG	Hindustan Unilever Ltd	Hewlett Packard
4	Wipro	Infosys	Tata Group	ITC	Infosys	Cognizant
5	Airtel	Wipro	Goldman Sachs	Hindustan Unilever	Wipro	IBM
6	ITC	ACCENTURE	Proctor & Gamble	Axis Bank	ACCENTURE	ABB
7	Aditya Birla Group	Cognizant	Vestas	Airtel	Cognizant	Aditya Birla Group
8	Infosys	Reliance Industries	ABB	HSBC Bank	Reliance Industries	Airtel
9	SBI	L&T	Airtel	Aditya Birla Group	L&T	Axis Bank
10	HCL		Axis Bank	HDFC Bank	Mahindra & Mahindra	First Solar

Table 47

Regional: West

Rank	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	L&T	Citigroup	Tata Group	JP Morgan Chase
2	Citigroup	ITC	Tata Group	Tata Group	Infosys	Tata Group
3	Bharat Forge Ltd	Hindustan Unilever Ltd	Hindustan Unilever Limited	Wipro	Nil	Citigroup
4	Infosys	Infosys	Infosys	Infosys	ITC	Cummins India Ltd.
5	Larsen & Toubro	Deloitte	Nomura	ICICI Bank	Hindustan Unilever Ltd	Deloitte
6	Wipro	EICHER	Saint Gobain	Accenture	ACCENTURE	Ernst & Young
7	Patni Computer Systems	CTS	Maruti India Ltd.	IBM	Deloitte	Google
8	Reliance ADAG	Mahindra & Mahindra	Microsoft	HDFC Bank	Goldman Sachs	HDFC Bank
9	Accenture	Procter & Gamble	Deloitte	Reliance ADAG	Volvo	Infosys
10	IBM	Price Waterhouse Cooper	ITC	J P Morgan Chase Bank	Reliance Industries	Maruti India Ltd.

Rank	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1	Tata Group	Tata Group	Hindustan Unilever Limited	Tata Group	Tata Group	Alstom
2	Vodafone	Infosys	Citibank	Reliance ADAG	ITC	NOVARTIS
3	SBI	Hindustan Unilever Ltd	GE Capital	Airtel	Infosys	Vodafone
4	Infosys	ITC	Google	Hindustan Unilever	Hindustan Unilever Ltd	IDEA Cellular Ltd.
5	Hindustan Unilever	ACCENTURE	ITC	Citigroup	Volvo	Infosys
6	Citigroup	Cognizant	Mankind Pharmaceuticals	Infosys	Asia Motor Works	ITC
7	HSBC Bank	Google Inc.	Percept Picture Company	HDFC Bank	Price Waterhouse Cooper	SBI
8	Airtel	Wipro	Tata Group	HSBC Bank	Google Inc.	Sun Pharma
9	HDFC Bank	IBM	IBM	ITC Group	Adobe	Tata Mc Graw Hill
10	Price Waterhouse Coopers	Volvo	Ernst & Young	Wipro	Deloitte	Tata Group

Overall Recommendations:

Student preferences for certain companies reveal student perceptions of organizations' reputation and credibility. As an example, the preferences reveal what students believe those companies have to offer – e.g., salary and perks; the companies' reputation for being ethical and values-based, their level of community involvement through CSR, and so on. But, what companies should really note is that these lists also reveal what students consider important when deciding to join a company.

Where I see myself 5 years and 10 years from now

Table 48

National

After 5 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Still in my first job	In my second or third job	Working abroad	Working abroad
2	Working abroad	Working abroad	Still in my first job	In my second or third job
3	Higher studies	Running own business	Pursuing Higher studies	Pursuing higher studies

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Second or third job	Working abroad	Working abroad	Working abroad
2	Working abroad	Running own business	Still in my first job	Running own business
3	Higher studies	In my second or third job	Second or third job	In my second or third job

After 10 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Working abroad	Working abroad	Working abroad	Working abroad
2	Still in my first job	Running own business	Running Own business	Running own business
3	Own business	Still in my first job	Still in my first job	In my second or third job

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Working abroad	Running own business	Working abroad	Running own business
2	Own business	In my second or third job	Running Own business	Working abroad
3	Second or third job	Working abroad	Second or third job	Still in my first job

- 'Mobility' has been preferred over 'Stability' in this edition of the survey
- 'Entrepreneurship' has made it to the top 3 in both the medium and long term projections. This seems to be a reflection of GenNext preferring to take their chances to exploit available opportunities with innovative ideas.
- 'Working abroad' continues to be the top aspiration from a short term projection perspective
- 'Working abroad' continues to be the preferred medium and long term goal for students across the board.

Table 49

North

After 5 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Still in my first job	Working abroad	Another career	Working abroad
2	Working abroad	Still in my first job	Second or third job	In my second or third job
3	Pursuing higher studies	Pursuing higher studies	Working abroad	Running own business

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Second or third job	In my second or third job	Still in my first job	Working abroad
2	Working abroad	Working abroad	Working abroad	Running own business
3	Still in my first job	Running own business	Pursuing higher studies	In my second or third job

After 10 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Working abroad	Working abroad	Second or third job	Working abroad
2	Still in my first job	Still in my first job	Working abroad	Still in my first job
3	Running own business	Running own business	Pursuing higher studies	Running own business

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Working abroad	Running own business	Still in my first job	Working abroad
2	Running own business	In my second or third job	Working abroad	Running own business
3	Second or third job	Working abroad	Running own business	Still in my first job

Students across categories have indicated their preference to 'work abroad' in the medium (5 years) and long term (10 years). Entrepreneurship seems to have made an entry into the top 3 across categories in this edition of the survey.

Table 50

South

After 5 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Still in my first job	Working abroad	Working abroad	Working abroad
2	Working abroad	Pursuing higher studies	Pursuing higher studies	Still in my first job
3	Pursuing higher studies	Still in my first job	Still in my first job	In my second or third job

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Still in my first job	Running own business	Working abroad	Still in my first job
2	Working abroad	Working abroad	Still in my first job	Working abroad
3	In my second or third job	Still in my first job	In my second or third job	In my second or third job

After 10 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Working abroad	Working abroad	Working abroad	Working abroad
2	Still in my first job	In my second or third job	Pursuing higher studies	Running own business
3	Running own business	Running own business	Still in my first job	In my second or third job

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	In my second or third job	Running own business	Working abroad	Working abroad
2	Working abroad	In my second or third job	In my second or third job	In my second or third job
3	Running own business	Working abroad	Running own business	Running own business

- The 5 year perspective indicates a divergent pattern of preferences.
- 'Working abroad' continues to find a place in the top 3 preferences from a medium term projection
- Premier management students have shown a preference for Entrepreneurship in both the 5 and 10 year projections.
- As is the trend nationally, there seems to be a huge trend towards entrepreneurship in the long term.

Table 51

East

After 5 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Still in my first job	Working abroad	Working abroad	Working abroad
2	Working abroad	In my second or third job	Own business	In my second or third job
3	Pursuing higher studies	Pursuing higher studies	Still in my first job	Still in my first job

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	In my second or third job	Running own business	Working abroad	Working abroad
2	Working abroad	In my second or third job	In my second or third job	In my second or third job
3	Running own business	Working abroad	Running own business	Running own business

After 10 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Working abroad	Working abroad	Running own business	Running own business
2	Still in my first job	In my second or third job	Still in my first job	In my second or third job
3	Running own business	Running own business	Another career	Working abroad

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Running own business	Running own business	Running own business	Working abroad
2	Working abroad	Still in my first job	Working abroad	Running own business
3	In my second or third job	In my second or third job	In my second or third job	Second or third job

- Overall, 'Working abroad' continues to be the top choice from a medium and long term perspective.
- Students from the east also seem to prefer 'mobility' over 'stability'

Table 52

West

After 5 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Still with the first job	Working abroad	Still in my first job	In my second or third job
2	Working abroad	Pursuing higher studies	Higher studies	Working abroad
3	Higher studies	Still in my first job	Working abroad	Still in my first job

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Higher studies	Working abroad	Working abroad	Working abroad
2	Working abroad	In my second or third job	Higher studies	In my second or third job
3	Second or third job	Still in my first job	Still in my first job	Still in my first job

After 10 years

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Working abroad	Running own business	Working abroad	In my second or third job
2	Running own business	In my second or third job	Running own business	Working abroad
3	Still in my first job	Working abroad	Still in my first job	Running own business

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Working abroad	Running own business	Working abroad	Running own business
2	Higher studies	In my second or third job	Running own business	Working abroad
3	Running own business	Working abroad	Second or third job	In my second or third job

In the 5 year perspective, students across categories have indicated a preference for 'Working abroad'.

In the 10 year perspective as is the case with the rest of the country, students have shown a preference for 'Entrepreneurship'.

What we value most at work...

Table 53

National

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Career advancement	Work-life balance	Career advancement	Management that provides feedback
2	Team work	Opportunity to learn new things	Team work	Opportunity to learn new things
3	Personally fulfilling work	Management that provides feedback	Personally fulfilling work	Work-life balance

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Career advancement	Work-life balance	Opportunity to learn new things	Work-life balance
2	Work-life balance	Career advancement	Work-life balance	Management that provides feedback
3	Personally fulfilling work	Opportunity to learn new things	Personally fulfilling work	Team work

- 'Work-life balance' has replaced 'career advancement' as the key work value in this edition of the survey
- 'Opportunity to learn' continues to be important to the GenNext
- GenNext appears to value the inputs and feedback from superiors

Table 54**North**

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Career advancement	Work-life balance	Management that provides feedback	Management that provides feedback
2	Opportunity to learn new things	Opportunity to learn new things	Opportunity to learn new things	Opportunity to learn new things
3	Challenging tasks	Career advancement	Team work	Work-life balance

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Opportunity to learn new things	Work-life balance	Opportunity to learn new things	Work-life balance
2	Career advancement	Opportunity to learn new things	Career advancement	Management that provides feedback
3	Work-life balance	Personally fulfilling work	Personally fulfilling work	Personally fulfilling work

‘Work-life balance’ gets the top rank across the board. A closer look at the top 3 ranks shows that students across categories appear to have divergent preferences.

Table 55**South**

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Opportunity to learn new things	Opportunity to learn new things	Opportunity to learn new things	Opportunity to learn new things
2	Personally fulfilling work	Work-life balance	Career advancement	Career advancement
3	Career advancement	Personally fulfilling work	Personally fulfilling work	Opportunity to learn new things

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Career advancement	Work-life balance	Opportunity to learn new things	Work-life balance
2	Personally fulfilling work	Personally fulfilling work	Career advancement	Team work
3	Work-life balance	Career advancement	Work-life balance	Personally fulfilling work

Engineering and Non engineering-Non management students from the south continue to value ‘opportunity to learn new things’ the most while management students value ‘work-life balance’

Table 56**East**

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Opportunity to learn new things	Work-life balance	Career advancement	Work-life balance
2	Team work	Team work	Opportunity to learn new things	Opportunity to learn new things
3	Career advancement	Opportunity to learn new things	Team work	Career advancement

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Career advancement	Career advancement	Career advancement	Work-life balance
2	Work-life balance	Work-life balance	Opportunity to learn new things	Opportunity to learn new things
3	Personally fulfilling work	Personally fulfilling work	Work-life balance	Personal flexibility

In the east, 'Work-life balance' is the top work value for 3 out of the 4 student categories. 'Opportunity to learn new things' seems to be the other important work value.

Table 57**West**

Rank	Engineering		Non Engineering-Non Management	
	2011	2012	2011	2012
1	Opportunity to learn new things	Opportunity to learn new things	Opportunity to learn new things	Work-life balance
2	Career advancement	Work-life balance	Team work	Career advancement
3	Team work	Personally fulfilling work	Career advancement	Team work

Rank	Management Premier		Management Others	
	2011	2012	2011	2012
1	Opportunity to learn new things	Career advancement	Career advancement	Work-life balance
2	Team work	Work-life balance	Personal flexibility	Career advancement
3	Career advancement	Personally fulfilling work	Personally fulfilling work	Influence organizational outcomes

- The top work value seems to be different for the different student categories in the west.
- Work-life balance seems to have become one of the top work values across the board

Key Take-aways

- The expectation profile in 2012 appears to have changed significantly compared to 2011.
- Company image and management have been identified as the most important factors for selecting a company.
- 'Mobility' has been preferred over 'Stability' in the 5 year career projection.
- Entrepreneurship finds favour in the short and medium term.
- 'Work-life balance' appears to be the most important work value.
- Web resources appear to be most preferred source of information about potential employers.
- Scientific assessments appear to be the most preferred selection method.
- 'Online' mode of assessments preferred across the board.
- Manufacturing chosen again as the preferred industry segment.
- The 'National Capital Region' (NCR) consolidates its position as the most favoured work location.

Annexure

Respondent Profile:

The following tables provide the profile of respondents to the study across various demographic variables. The profile is given both for the National level (an aggregate of the regional data) and for the regional level with respect to each region. The tables show the respondent profiles of all three editions of the study.

National

Table 1

Gender

Gender	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Male	81.9	86.6	80.5	69	63	82.5
Female	18.1	13.4	19.5	31	37	17.5
Gender	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Male	68.1	55.4	76.3	74.7	63.1	70.1
Female	31.9	44.6	23.7	25.3	36.9	29.9

Table 2

Age

Age	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
18-20	18.4	18.9	16.4	22.8	23.1	7.8
21-24	68	77.2	82.2	54.5	53	87.2
25 & above	13.6	3.9	1.4	22.7	23.9	5.0
Age	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
18-20	0.6	Nil	0.0	2.1	Nil	0.0
21-24	61.8	57.6	86.7	74	71.6	75.0
25 & above	37.6	42.4	13.3	23.9	28.4	25.0

Table 3**Work Experience**

Experience	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
No experience	80.1	57.6	67.8	58.03	59.4	24.0
Up to 1 Year	6.6	10.1	10.2	13.55	12.8	20.7
1 - 3 Years	9.6	18.4	9.9	14.27	16.5	24.0
Over 3 Years	3.7	13.9	12.1	14.14	11.2	31.3
Experience	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
No experience	34.1	59.7	30.7	62	59.6	25.5
Up to 1 Year	12.4	12.6	9.8	17.8	11.1	13.1
1 - 3 Years	37.9	16.5	34.1	14.6	17.1	37.0
Over 3 Years	15.7	11.2	25.4	5.6	12.2	24.4

Table 4**Ranking in class**

Ranking in class	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	50.1	61.3	72.2	45.2	53.3	59.3
2nd Quartile	40.5	26	20.0	42.6	39.9	32.2
3rd Quartile	7.3	9.7	7.1	10	6.3	7.9
4th Quartile (Bottom 25%)	2.1	3	0.8	2.2	0.5	0.5
Ranking in class	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	56.6	48.9	56.3	60.7	49.6	56.9
2nd Quartile	32.7	29.5	25.0	32.4	31.9	34.8
3rd Quartile	8.5	18	11.1	5.5	13.5	8.3
4th Quartile (Bottom 25%)	2.2	3.6	7.6	1.4	5	0.0

Table 5**Educational background of father**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	43.6	33.5	44.5	44.6	48.8	43.9
Graduate	38.9	45.9	42.2	39.6	44.6	44.4
Post graduate	17.5	20.6	13.2	15.8	6.6	11.7
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	14.6	16.5	13.9	29.8	19.1	49.3
Graduate	42.6	49.6	55.4	46.4	56.7	35.8
Post graduate	42.9	33.8	30.7	23.8	24.1	14.9

Table 6**Educational background of mother**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	62.9	52.6	57.9	59.3	55.7	67.5
Graduate	27.3	35.3	29.7	32.8	32.2	25.7
Post graduate	9.8	12.2	12.4	7.9	12.1	6.7
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	32.1	38.1	29.8	51.5	43.3	66.4
Graduate	50.5	32.4	50.2	35.5	44.7	31.1
Post graduate	17.3	29.5	20.0	13.1	12.1	2.5

Table 7**Approximate annual family income**

Family Income	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	32.9	20.5	18.9	23.8	25.1	16.4
1,00,000 – 2,00,000	22.2	18	18.2	27.4	27.8	21.3
2,00,000 – 3,00,000	18	18	13.1	20.7	14.5	21.7
3,00,000 – 4,00,000	11.7	18	14.4	12.5	16.9	16.2
4,00,000 – 5,00,000	6.8	12	15.7	7.9	9.4	9.2
> 5,00,000	8.5	13.6	19.7	7.7	6.3	15.2
Family Income	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	10.7	0.7	4.1	13.6	4.3	8.1
1,00,000 – 2,00,000	6.9	2.2	5.2	21	12.1	26.8
2,00,000 – 3,00,000	13.7	16.5	16.3	23.5	16.3	19.4
3,00,000 – 4,00,000	11.5	7.9	10.2	18.9	19.1	14.3
4,00,000 – 5,00,000	14.8	9.4	13.3	10.3	16.3	11.9
> 5,00,000	42.3	63.3	50.9	12.6	31.9	19.4

Regional: North**Table 8****Gender**

Gender	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Male	74.7	93.5	85.0	70.9	75	82.2
Female	25.3	6.5	15.0	29.1	25	17.8
Gender	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Male	71.1	64.6	67.2	75.5	60	66.5
Female	28.9	35.4	32.8	24.5	40	33.5

Table 9**Age**

Age	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
18-20	44.4	24.5	15.0	49	12.5	0.0
21-24	47.9	74.8	85.0	45.6	62.5	93.9
25 & above	7.8	0.6	0.0	5.4	25	6.1
Age	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
18-20	0	0	0.0	5.7	0	0.0
21-24	63	70.8	77.6	77.4	70	77.5
25 & above	37	29.2	22.4	16.8	30	22.5

Table 10**Work Experience**

Experience	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
No experience	84.7	60.6	71.8	81.2	55	12.1
Up to 1 Year	6.5	10.3	22.9	10	7.5	11.2
1 - 3 Years	7.3	14.2	5.3	4.6	17.5	35.5
Over 3 Years	1.5	14.8	0.0	4.3	20	41.1
Experience	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
No experience	44.4	61.7	21.6	74.5	62	11.0
Up to 1 Year	8.9	10	11.2	13.2	10.7	11.0
1 - 3 Years	35.6	16.3	44.8	9.3	12	33.5
Over 3 Years	11.1	12.1	22.4	2.9	15.3	44.5

Table 11**Ranking in class**

Ranking in class	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	58.4	67.7	79.7	41.9	50	82.7
2nd Quartile	27.3	26.5	15.0	37	37.5	17.3
3rd Quartile	10.5	4.5	5.3	18.8	12.5	0.0
4th Quartile (Bottom 25%)	3.8	1.3	0.0	2.3	0	0.0
Ranking in class	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	46.7	45.8	55.2	55.9	36.7	55.5
2nd Quartile	33.3	31.3	22.4	36.8	33.3	33.5
3rd Quartile	17.8	16.7	22.4	6.4	20	11.0
4th Quartile (Bottom 25%)	2.2	6.3	0.0	1	10	0.0

Table 12**Educational background of father**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	30.6	18.7	40.1	29.9	37.5	34.6
Graduate	42.4	57.4	33.9	42.2	37.5	53.3
Post graduate	27.1	23.9	26.0	27.9	25	12.1
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	2.2	6.3	11.2	19.6	6.7	22.5
Graduate	42.2	50	77.6	48	63.3	33.5
Post graduate	55.6	43.8	11.2	32.4	30	44.0

Table 13**Educational background of mother**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	52.4	31.6	52.0	46.2	25	58.9
Graduate	30.1	49.7	25.6	37.3	50	23.8
Post graduate	17.5	18.7	22.5	16.5	25	17.3
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	26.7	20.8	22.4	44.6	36.7	22.5
Graduate	64.4	39.6	66.4	38.2	50	66.5
Post graduate	8.9	39.6	11.2	17.2	13.3	11.0

Table 14**Approximate annual family income**

Family Income	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	25.3	3.2	10.1	16.2	12.5	17.8
1,00,000 – 2,00,000	23.1	11.6	10.6	17.7	25	11.7
2,00,000 – 3,00,000	17.8	18.7	24.7	24.2	12.5	11.7
3,00,000 – 4,00,000	13.8	24.5	11.9	19.7	25	29.4
4,00,000 – 5,00,000	9	20	25.1	14.2	12.5	6.1
> 5,00,000	11	21.9	17.6	8	12.5	23.4
Family Income	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	0	0	0.0	6.4	0	0.0
1,00,000 – 2,00,000	8.9	4.2	0.0	20.6	10	11.5
2,00,000 – 3,00,000	11.1	10.4	11.2	30.4	16.7	44.5
3,00,000 – 4,00,000	11.1	8.3	33.6	25.5	20	11.0
4,00,000 – 5,00,000	26.7	14.6	0.0	9.8	20	22.0
> 5,00,000	42.2	62.5	55.2	7.4	33.3	11.0

Regional: South

Table 15

Gender

Gender	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Male	89.4	79.3	65.7	67.5	30.9	65.5
Female	10.6	20.7	34.3	32.5	69.1	34.5
Gender	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Male	53.8	62.5	74.3	72	72.7	84.8
Female	46.2	37.5	25.7	28	27.3	15.2

Table 16

Age

Age	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
18-20	4	28.4	42.6	15.1	43.6	19.4
21-24	82.9	69.7	55.8	58.9	50	72.9
25 & above	13	1.9	1.6	26.1	6.4	7.8
Age	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
18-20	0	0	0.0	2.8	0	0.0
21-24	61.5	45.8	92.9	74.4	66.7	92.6
25 & above	38.5	54.2	7.1	22.8	33.3	7.4

Table 17**Work Experience**

Experience	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
No experience	78.2	61.5	94.8	46.4	58.5	32.2
Up to 1 Year	8.3	10.6	2.8	16.1	9.6	21.3
1 - 3 Years	8.3	18.3	1.6	20.1	19.1	23.3
Over 3 Years	5.2	9.6	0.8	17.4	12.8	23.3
Experience	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
No experience	30.8	57.5	48.7	63.3	61.8	55.8
Up to 1 Year	7.7	14.2	15.9	11.9	15.2	22.1
1 - 3 Years	38.5	20	13.3	15.1	14.5	14.7
Over 3 Years	23.1	8.3	22.1	9.6	8.5	7.4

Table 18**Ranking in class**

Ranking in class	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	31	63.5	53.4	55.8	64.9	50.4
2nd Quartile	65.6	22.1	36.3	38.4	29.8	40.3
3rd Quartile	2.5	9.6	7.6	5.2	4.3	7.4
4th Quartile (Bottom 25%)	0.9	4.8	2.8	0.5	1.1	1.9
Ranking in class	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	61.5	58.3	45.1	64	63.6	63.1
2nd Quartile	30.8	33.3	44.2	30.2	18.2	29.5
3rd Quartile	7.7	4.2	10.6	4.8	9.1	7.4
4th Quartile (Bottom 25%)	0	4.2	0.0	1	9.1	0.0

Table 19**Educational background of father**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	79.1	45.7	45.8	68.5	43.6	44.6
Graduate	14.6	34.6	39.0	28.1	47.9	43.8
Post graduate	6.3	19.7	15.1	3.4	8.5	11.6
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	38.5	12.5	32.7	56.6	45.5	66.8
Graduate	30.8	54.2	54.0	34.1	42.4	29.5
Post graduate	30.8	33.3	13.3	9.3	12.1	3.7

Table 20**Educational background of mother**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	83.6	62.5	60.2	76	56.4	65.9
Graduate	13.7	29.3	27.9	22.3	33	26.7
Post graduate	2.7	8.2	12.0	1.7	10.6	7.4
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	53.8	20.8	50.4	65.9	72.7	81.6
Graduate	38.5	41.7	33.6	29.3	18.2	18.4
Post graduate	7.7	37.5	15.9	4.8	9.1	0.0

Table 21**Approximate annual family income**

Family Income	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	66.7	34.6	25.9	38.9	44.7	21.3
1,00,000 – 2,00,000	14.2	17.8	13.5	36.5	29.8	32.9
2,00,000 – 3,00,000	10.1	15.9	15.5	14.7	12.8	20.9
3,00,000 – 4,00,000	4.5	15.4	17.9	4.9	4.3	7.8
4,00,000 – 5,00,000	1.3	7.2	11.6	3.4	4.3	7.8
> 5,00,000	3.1	9.1	15.5	1.5	4.3	9.3
Family Income	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	46.2	0	5.3	31.5	15.2	22.1
1,00,000 – 2,00,000	7.7	4.2	21.2	30.9	9.1	36.9
2,00,000 – 3,00,000	15.4	16.7	21.2	19.6	24.2	25.8
3,00,000 – 4,00,000	7.7	8.3	4.4	11.6	9.1	3.7
4,00,000 – 5,00,000	7.7	8.3	9.7	1.9	15.2	11.5
> 5,00,000	15.4	62.5	38.1	4.5	27.3	0.0

Regional: East

Table 22

Gender

Gender	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Male	83.5	89.1	79.1	74.2	72.7	100.0
Female	16.5	10.9	20.9	25.8	27.3	0.0
Gender	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Male	73.5	68.9	100.0	67.6	60.3	50.0
Female	26.5	31.1	0.0	32.4	39.7	50.0

Table 23

Age

Age	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
18-20	14.5	7.8	5.5	3	0	0.0
21-24	72.3	82.9	89.0	54.5	45.5	100.0
25 & above	13.2	9.3	5.5	42.4	54.5	0.0
Age	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
18-20	1.4	0	0.0	8.2	0	0.0
21-24	56.6	53.3	87.0	72	67.2	83.7
25 & above	42.1	46.7	13.0	19.8	32.8	16.3

Table 24**Work Experience**

Experience	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
No experience	88.4	60.6	89.0	43.9	50	16.5
Up to 1 Year	3.7	8.8	5.5	15.2	10.9	16.5
1 - 3 Years	5.4	18.1	0.0	18.2	24.5	16.5
Over 3 Years	2.5	12.4	5.5	22.7	14.5	50.4
Experience	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
No experience	33.6	60.9	35.9	50.4	58.6	16.3
Up to 1 Year	10.6	13.8	0.0	29.6	10.7	0.0
1 - 3 Years	38.1	16	51.1	16	19.7	50.0
Over 3 Years	17.7	9.3	13.0	4	11	33.7

Table 25**Ranking in class**

Ranking in class	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	54.1	56	74.2	45.5	45.5	50.0
2nd Quartile	31	26.9	20.2	45.5	45.5	33.1
3rd Quartile	12	15	5.5	4.5	9.1	16.9
4th Quartile (Bottom 25%)	2.9	2.1	0.0	4.5	0	0.0
Ranking in class	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	49.6	46.7	38.0	53.6	43.1	49.5
2nd Quartile	39.8	40	26.1	35.2	39.7	33.7
3rd Quartile	6.2	11.1	12.0	8.4	15.5	16.8
4th Quartile (Bottom 25%)	4.4	2.2	23.9	2.8	1.7	0.0

Table 26**Educational background of father**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	25.2	31.6	47.2	22.7	27.3	33.9
Graduate	54.5	47.7	38.0	56.1	72.7	49.6
Post graduate	20.2	20.7	14.7	21.2	0	16.5
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	9.7	13.3	0.0	11.6	10.3	66.3
Graduate	40.7	46.7	48.9	57.2	62.1	16.8
Post graduate	49.6	40	51.1	31.2	27.6	16.8

Table 27**Educational background of mother**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	25.2	56.5	68.1	45.5	45.5	66.9
Graduate	54.5	32.1	27.0	47	36.4	33.1
Post graduate	20.2	11.4	4.9	7.6	18.2	0.0
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	20.4	35.6	0.0	36.8	36.2	83.2
Graduate	46.9	35.6	48.9	46.4	48.3	16.8
Post graduate	32.7	28.9	51.1	16.8	15.5	0.0

Table 28**Approximate annual family income**

Family Income	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	18.2	18.7	36.8	14.7	0	16.9
1,00,000 – 2,00,000	22.3	22.8	5.5	23.5	18.2	0.0
2,00,000 – 3,00,000	22.3	15.5	15.3	23.5	9.1	33.5
3,00,000 – 4,00,000	19	18.1	21.5	14.7	45.5	16.5
4,00,000 – 5,00,000	8.3	11.4	4.9	7.4	27.3	16.5
> 5,00,000	9.9	13.5	16.0	16.2	0	16.5
Family Income	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	2.7	2.2	0.0	3.6	1.7	0.0
1,00,000 – 2,00,000	4.4	0	0.0	15.2	15.5	33.2
2,00,000 – 3,00,000	14.2	6.7	12.0	20.4	13.8	0.0
3,00,000 – 4,00,000	12.4	11.1	0.0	24	19	16.8
4,00,000 – 5,00,000	8	8.9	12.0	12.8	19	16.8
> 5,00,000	58.4	71.1	76.1	24	31	33.2

Regional: West

Table 29

Gender

Gender	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Male	79.1	86.2	90.9	60.9	100	83.8
Female	20.9	13.8	9.1	39.1	0	16.2
Gender	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Male	71.1	0	39.6	82.1	60	75.4
Female	28.9	100	17.0	17.9	40	24.6

Table 30

Age

Age	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
18-20	13.4	15	0.0	14.5	10.5	10.0
21-24	71.7	82	100.0	63.6	57.9	84.2
25 & above	15	3	0.0	21.9	31.6	5.8
Age	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
18-20	0	0	0.0	0.6	0	0.0
21-24	66.3	50	90.0	77.7	95	49.6
25 & above	33.7	50	10.0	21.7	5	50.4

Table 31**Work Experience**

Experience	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
No experience	67.9	64.1	27.3	53.3	61.6	33.2
Up to 1 Year	8.6	5.4	9.1	14	11.6	32.4
1 - 3 Years	19.3	16.8	27.3	17.4	14.2	22.0
Over 3 Years	4.3	13.8	36.4	15.2	12.6	12.4
Experience	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
No experience	26.5	53.6	20.0	61.7	56	16.4
Up to 1 Year	22.9	15.5	10.0	17.3	17	16.8
1 - 3 Years	39.8	14.5	30.0	16.4	17	50.4
Over 3 Years	10.8	16.4	40.0	4.6	10	16.4

Table 32**Ranking in class**

Ranking in class	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	57.8	58.7	81.8	35.4	42.1	57.3
2nd Quartile	37.4	29.3	9.1	54.8	52.6	36.1
3rd Quartile	4.3	8.4	9.1	8.8	5.3	6.6
4th Quartile (Bottom 25%)	0.5	3.6	0.0	1	0	0.0
Ranking in class	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
1st Quartile (Top 25%)	72.3	50	80.0	66	65	58.2
2nd Quartile	24.1	0	10.0	29.8	30	41.8
3rd Quartile	2.4	50	0.0	3.3	5	0.0
4th Quartile (Bottom 25%)	1.2	0	10.0	0.9	0	0.0

Table 33**Educational background of father**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	39.6	34.1	45.5	63.6	73.7	61.4
Graduate	43.9	47.3	54.5	30.7	26.3	32.0
Post graduate	16.6	18.6	0.0	5.7	0	6.6
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	12	50	10.0	24.6	20	41.4
Graduate	56.6	50	40.0	48.9	55	58.6
Post graduate	31.3	0	50.0	26.4	25	0.0

Table 34**Educational background of mother**

Education	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
Under graduate	64.9	55.1	54.5	70.8	73.7	77.6
Graduate	28.7	32.9	36.4	26.3	21.1	19.1
Post graduate	6.4	12	9.1	2.9	5.3	3.3
Education	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
Under graduate	33.7	100	40.0	53.2	25	75.0
Graduate	51.8	0	50.0	31.3	70	25.0
Post graduate	14.5	0	10.0	15.5	5	0.0

Table 35**Approximate annual family income**

Family Income	Engineering			Non Engineering-Non Management		
	2008	2011	2012	2008	2011	2012
< 1,00,000	20.3	21	9.1	26.3	15.8	9.5
1,00,000 – 2,00,000	30.5	18.6	36.4	38.8	31.6	38.2
2,00,000 – 3,00,000	22.5	22.8	0.0	18.9	21.1	19.9
3,00,000 – 4,00,000	8	15	9.1	7.6	15.8	13.3
4,00,000 – 5,00,000	7.5	11.4	18.2	3.7	5.3	6.2
> 5,00,000	11.2	11.4	27.3	4.7	10.5	12.9
Family Income	Management Premier			Management Others		
	2008	2011	2012	2008	2011	2012
< 1,00,000	0	0	10.0	8.8	0	8.2
1,00,000 – 2,00,000	7.2	0	0.0	16.4	10	25.0
2,00,000 – 3,00,000	14.5	50	20.0	25.2	10	8.2
3,00,000 – 4,00,000	14.5	0	0.0	17.9	35	25.0
4,00,000 – 5,00,000	18.1	0	30.0	16.7	5	0.0
> 5,00,000	45.8	50	40.0	14.9	40	33.6

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