

‘Employer’s perception on employability skills and attitudes of new graduates’: Qualitative insights from the employer’s in Sri Lanka

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Abstract

The concept and definition of employability of employees has been discussed for a number of years but there has been a growing interest in graduate employability over the last decade. As the interest in promoting graduate employability has increased numerous studies have produced detailed breakdowns and taxonomies of particular skills and attitudes required to promote graduate employability. The purpose of this research is to identify what skills & attitudes Sri Lankan employers expect from a fresh commerce stream graduates when recruiting to a company. Interview was used as the research method of this study and the sample consist of executive level officers from telecommunication, media, FMCG, finance, accounting, technology, construction sectors. Finally, from this study it was identified that team work, interpersonal skills and planning & organizing skills are the main skills that are highly considered when recruiting a new graduate and positive, loyalty, flexibility, professionalism/ work ethics are the main attitudes that they are highly valued in a graduate.

Keywords: Employability, Skills, Attitudes, Graduates, Higher education

Research Type: Model Testing

Introduction

The ultimate objective of each and every university or any higher education institute is to generate professionals who are highly skilled and ready to face the challenges of increased competition. Therefore each and every course which is conduct in the university context is trying to increase the quality of their course/degree to enhance their output in a very effective and efficient manner. When consider the undergraduates’ point of view, in the final stages of their course/degree, their goal is to be a best match for a well reputed organization which has a high growth potential in the country. The current changing business

environment emphasizes the importance of education, focus on not only the development of skills but also the practical experience.

For more than three decades 'Skills Mismatch' hypothesis was identified as the main cause for high level of graduate unemployment in the country. The private sector business leaders attribute this mismatch primarily to the educational structure of the labor force and the 'alarming rate of educational expansion', complaining that the quality and the content of education, particularly at the university level are weak to inculcate the required skills, aptitude, and job orientation in the labor force (Amarasinghe, 1996). Donglin Li (2012) also identified that many qualified youth in Sri Lanka tend to possess the 'technical skills' or appropriate academic qualification for a job but lack the soft skills and attitudes to convert knowledge into a profession.

These points directed the researchers to identify what skills and attitudes that employer's looks in newly passed out graduate. There for the main objective of this research is to explore the perceptions of employers concerning the skills and attitudes which help undergraduates or new graduates to be employable. Further, this study will also ascertain whether perceptions vary by employment sector.

There are many research conducted in Sri Lanka to identify employable skills that graduates should have. However most of those research have been focused on graduates in general whereas this research focus is directed more towards Commerce graduates. Further, the research intention is to identify both skills and attitudes that an undergrads needs to have, where as other research mainly concentrate on the skills part only. This is a qualitative study and have used mixed research approach. The data was collected through interviews of senior executives of top 10 organizations which consist of telecommunication, media, FMCG, finance, accounting, technology sectors.

Review of Relevant Literature

In many articles there are lot of definitions for graduate employability, given by Yorke (2006) who described it as a set of achievements - skills, understandings and personal attitudes - that makes graduates more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy. Employers regard employability as 'work readiness', whereby the graduate should possess the skills, knowledge, attitudes and commercial understanding that will enable him/her to make productive contributions to organizational objectives soon after assumption of duty (Mason, 2006).

The Confederation of British Industry (CBI) defines the term “Employability” as: “a set of attitudes, skills and knowledge that all labor market participants should possess to ensure they have the capability of being effective in workplace – to the benefit of themselves, their employer and the wider economy.” And also CBI defines the competencies that make up employability as: Self-management; Team working; Problem-solving; Application of information technology (IT); Communication and Literacy; Application of numeracy; and Business and Customer Awareness – with positive attitude emphasized as the most central and pivotal (Bimrose, 2009, p. 11)

Proposed an approach for understanding employability that was based on interrelated components which included wider contextual factors:

- The student’s academic performance and engagement in his/her studies
- The student’s confidence in his/her skills and abilities
- The student’s ambition
- The student’s perception of the strength of the university’s brand
- The reputation the student’s university has within his/her field of study
- The status and credibility of the student’s field of study
- The student’s awareness of opportunities in the external labour market
- The student’s perception of the state of the external labour market
- The external labour market’s demand for people in the student’s subject field

(Rothwell A & Arnold J, 2007, pp. 23-41)

The transition from university to employment amongst graduates is influenced by many factors such as the state of the economy, the quantity of graduates versus available jobs, and the preference for paid employment rather than job creation. However, many research studies have revealed that it can also be the result of graduates’ lack of desirable technical and employment skills, knowledge and abilities required by the labour market consisting of interactive attitudes - communication skills, interpersonal skills and team working, personal attitudes, including, intellect and problem solving, analytic, critical and reflective ability, preparedness for lifelong learning, self-motivation, flexibility and adaptability, risk-taking, commitment to ethical action and social responsibility and as well as technical or “hard skills” for example information technology skills (Garwe, 2013)

Although there are universities that are committed to the promotion of the employability skills agenda at an institutional level, for example through the integration of generic skills courses into the mainstream curriculum, it is questionable whether there is a significant independent effect on graduate labour

market outcomes. Instead, it has been suggested that the employability skills acquired at university may mismatch the skills that they need in employment (Mason G & Williams G & Cranmer S, 2006)

The stronger the link between universities and businesses, the greater the opportunities will be to integrate and develop employability skills in undergraduates. Many universities are running focus groups with employers, surveying employers to measure satisfaction with graduates, or involving employers and industry leaders on coordinating committees or course advisory committees. WIL programs also establish a dialogue between universities and employers. Some professional bodies accredit university programs, using their own established frameworks to do this. Professional bodies have established links with the workforce through their membership; generally they also have credibility with relevant faculties or schools within universities. There was widespread recognition throughout this project by those interviewed that increasing opportunities for business and higher education to work together to identify, promote, teach, assess and report employability skills would produce better outcomes for all (Precision Consultancy, 2007, p. 5)

(UKCES, 2009a) states that placements and internships not only seem to offer an effective applied method of developing appropriate awareness, skills and abilities in graduates, but can also promote productive collaboration and partnerships between HEIs and employers, building greater understanding between these stakeholders.

The scoping interviews with employer and HEI organizations found that there are characteristics, skills and knowledge and intellectual capability elements that are required for specific roles. In addition, combinations of transferable skills were also deemed particularly relevant. These were:

- Team working
- Problem solving
- Self-management
- Knowledge of the business
- Literacy and numeracy relevant to the post
- ICT knowledge
- Good interpersonal and communication skills
- Ability to use own initiative but also to follow instructions
- Leadership skills where necessary

Where placements were offered, whether in the private, public or voluntary sectors, employers took their role seriously and made the experience as authentic

as possible but with appropriate support to ensure the student benefited from the experience. Providing such opportunities benefited employers as well as students, but the cost of providing placements and internships was considerable, particularly when it involved supervision by senior staff.

Graduates tended to value the extra-curricular experiences at university and work experience more highly than their degree's content (except in specialist areas), seeing these as adding to their CVs and helping to secure employment.

Employers noted that where course work involved work-related learning such as teamwork projects, there was more of an opportunity for the academic component of the degrees to provide generic skills. In fairness the universities do a lot of team projects which encourages team working and when we start touching on this, invariably the graduates refer to their team projects that they do on their degree. (International aerospace company)

However, the scope for 'real' partnership was often limited and seen by some careers personnel as 'hard work'. Despite the efforts of universities' careers services and employability units, there were usually different levels of relationships with employers across the various academic departments in each institution. Even where a careers service or Centre was quite systematic in its approach to promote links with employers and stressed the importance of employability in its policies, individual faculties and departments did not uniformly reflect this in their practice. Some HEI staff thought that this process required on-going and active management that recognized the various agendas and sensitivities of academics and employers (Kevin Lowden, 2011).

Internships are very useful especially for graduates looking for their first opportunity in the world of work. There are those who would like to stay in [this city] so we link them with local employers to whom they can demonstrate their knowledge and skills (HEI Midlands)

There was relatively little involvement from employers in the design and delivery of courses. Employers were more likely to be involved in providing guest lectures, workshops, seminars, skill sessions (including one-to-one tutorials and conducting interview simulations), case study material and data for use in courses. Employers, particularly larger and financial companies, were also sometimes involved in supporting and sponsoring extracurricular activities such as sporting clubs.

Part-time and foundation degrees, where there were access arrangements with local colleges, saw more employer input to the design of courses. In some courses, employers had a supervisory role for project work, making comments and giving

feedback to students, but there was no evidence of them being involved in assessing students. (Kevin Lowden, 2011)

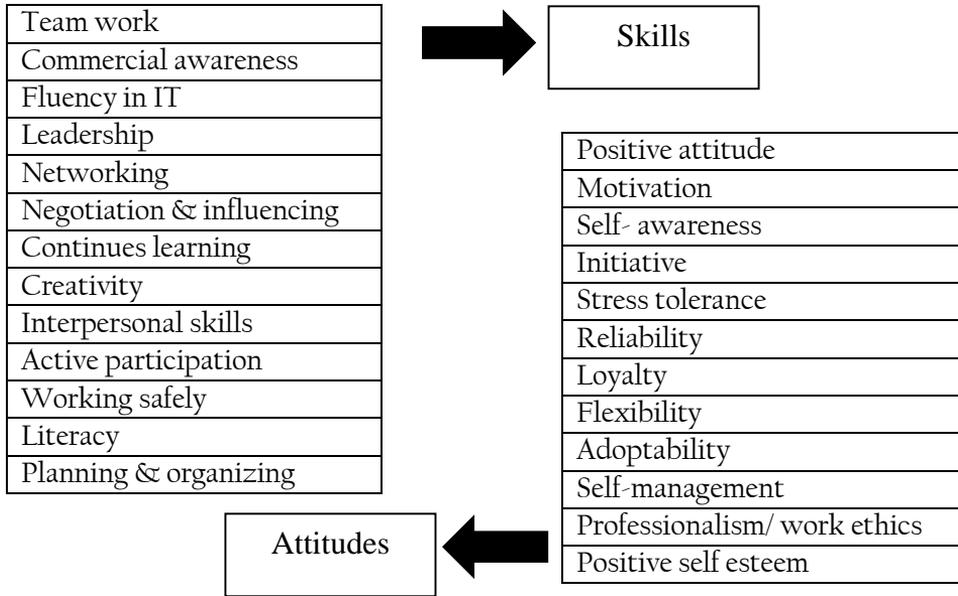
With having all this ideas with some questionnaires we are testing the research model developed by Sally-Ann Lauder, (2013, p. 12). The research considered employability skills to encompass key skills and personal qualities/ attitudes.

Methodology

Qualitative research which uses a mix research methodology. Both inductive and deductive methods have been used in this study. The objective of the study is to find out what skills industry expect from the commerce stream new graduates. To achieve this firstly, an extensive literature survey was done in order to identify specifically what skills and attitudes employers expect from a newly passed out graduate from the commerce discipline. Based on the foreign research that has been conducted the following conceptual frameworks were developed for skills and attitudes.

Secondly, the identified skills and attitudes are test through the local employers in order to identify whether they also focus on same set of skills and attitudes when recruiting a commerce graduate for a job. Interview is the research method used in this study and as the sample 10 senior executives in different streams such as technology, multinational industry, advertising, accounting, media, finance, telecommunication etc. were selected. The interview was conducted through an admistrated questioner. In this study both face to face interviews and over the phone interviews were conducted due to the time limitation. The questioner was edited when conducting interviews from the experiences gathered from the earlier interviews. The study has used primary data for the analysis and has recorder all the responses in order to provide quotes to prove the findings.

Figure 1: Conceptual Framework: Employer’s perception on skills and attitudes of a graduate



The primary data for the study was gather from the interviewing of the following personalities.

Name	Position hold	Company Name
W.K.H. Wegapitiya	Chairman	Laugfs Holdings Ltd
Varuni Amunugama	Managing Director	Triad Advertising (Pvt) Limited and the national TV & Radio channel Derana.
Rohan Pallewaththe	Executive Chairmen	Lanka Harness co. (pvt) Ltd
Anushka Pathirana	Head, Human Resource	Bharti airtel Lanka (pvt) Ltd
Chamley Ariyachandra	Managing Director	Benchmark innovation (pvt) Ltd
Sunanda Perera	Managing Director	Dehini Builders & Engineers (Pvt) Ltd
Lalith Senanayake	Senior Partner	Tudor v. Perera Audit firm
Baratha Manjula	Head, Human Resource	Softlogic Finance PLC
Sandeetha Jayasinghe	Consultant & Trainer	Flying elephant Uniliver Sri Lanka
Yashoda Rathnayake	Executive, Human Resource	Fonterra Brands Lanka (pvt) Ltd

Findings

1. Job opportunities available for commerce graduates

“In my 19 companies I have given lot of opportunities for commerce stream graduate such as finance, operations, marketing, accounting, project handling, more than 40% of employees are commerce stream graduates. I don’t care about their specialization because I’m considering overall knowledge of the employees” (Wegapitiya)

“Airtel there are so many opportunities for commerce students and there are no any frame that they have to be stuck. They have to be capable of working in any field because they have overall knowledge about the commerce so there are opportunities for marketing, sales, finance, projects handling etc...” (Anushka Pathirana)

“in advertising industry client servicing, Brand activation, art director possession, brand strategic, administration, finance sectors they have opportunities in my company” (Chamley Ariyachandra)

“Based on accounting auditing field I recommend positions such as Accounts Executive, Audit Executive, Audit Manager, Managers – Accounts” (Lalith Senanayake)

“I am engaging in the field of construction, commerce stream students are more suitable for accounting, management and administration positions” (Sunanda Perera)

“Mainly for a fresh graduate we offer Management training also as an executive in marketing HR, finance, operation areas, we give them a cross function training” (Yashoda Rathnayake)

2. Importance of skills and attitudes.

“mainly what I decide is if any candidate in an interview if I see him as a knowledge worker, go getter (someone who is very energetic, determined to be successful, and able to deal with new or difficult situations easily) person who hard working person , discipline person, and right attitudes” (Rohan Pallewaththe)

“Actually in Airtel there are three main capabilities which we consider for appraising the employees. Those are Entrepreneurial, driving execution excellences’ and building collaborative relationships. ALSO person should be multi skilled. Should possess strong analytical skills, coaching skills, able to identify different people, respective, confidence, team spirit etc. In my point of view they should have the skill to manage something end-to-end” (Anushka Pathirana)

“Thinking and behavior pattern of the graduates, communication skills, teamwork, innovativeness, leadership, decision making, passionate for the company tasks and problem solving” (Wegapitiya)

“I am considering the extra-curricular activities, programs, projects that they have participated and their soft skills. Those things can express the person more than the certificates” (Varuni Amunugama)

“Other than their education qualifications what I am considering is their good attitudes and skills. Firstly they should have a high level of interest on their job and to work as a team in order to obtain our objectives. I highly believe that if someone achieve his/her own goals, they will be more succeed and advantage for us because they will be dedicate their self to obtain not only their goals but also our organization goals” (Sunanda Perera)

“Secret behind selecting suitable candidate for the ad industry is we exactly don't see the theories. When he/she coming from commerce stream he/she is more suitable for any position in my company. But that person should have the commerce or marketing knowledge and he/she should have this sort of extra-curricular activities. May be born talent with music, drama or singing whatever” (Chamley Ariyachandra)

“I consider first Impression, intellectual Skills, personal skills, interpersonal and communication skills, honesty and integrity, practical know how on business” (Lalith Senanayake)

“Consider skills, other qualifications and extracurricular activities. More than that we look into the capacity of a person and practical knowledge as well” (Baratha Manjula)

“Having an extra professional qualification will be an added advantage. Also he or/she should be flexible to working environment and a hard worker to accomplish the company targets” (Yashoda Rathnayake)

3. Employers views on importance of skills and attitudes.

“It is very good to have an education qualification because after all education should bring behavioral change.....whatever the idea that is in the form of writing, that is in the mind of the person. He has no value to an organization. What am looking at is a person who can add value to the organization” (Rohan Pallewatthe)

“I see the driven factor for career development is not their education qualifications but their skills and attitudes. As I said sometimes as an employee of HR division we might have to deal with sales related projects. At that point the educational qualifications might be useless. The

most necessary thing might be the ability to adopt and changes, or else strong analytical skills” (Anushka Pathirana)

“The biggest other thing is the attitude. The relevant person should have a capability of can-do attitude .Anybody that doesn’t have that can-do attitude; I don’t think he/she will be suitable for any industry. To check that I consider other factors” (Chamley Ariyachandra)

“Any finance/ Accounting professional should have the overall basic idea of the business. Without that bird eye view on a business no one is capable of providing the duties of finance professional. It is not the general knowledge in relation to business problems and solution that matter but the decision you take to solve the problem and confidence you have to make that decision” (Lalith Senanayake)

“I strongly believe that my employees skills and attitudes are the factors which dragging them to achieving goals not only themselves but also ours” (Sunanda Perera)

“Education qualifications does not reflect the working behavior of the person, or working environment flexibility, but we want to measure those things, and with my experience I know how to judge those” (Wegapitiya)

“We strongly focus on our ultimate goal of earning a huge profit. So for that we need efficient workers with a big capacity of work” (Baratha Manjula)

4. Leadership skills expectaed

“I recruited for HR section. Someone came out with the new application form. And it is very nice application form and it was improved by him. I never told him to improve that. He is a knowledge worker. He looked at it with his imagination, with his creativity he came out with something new and that leadership” (Rohan Pallewaththe)

“Decision making ability, Team spirit, team leading, are highly recommended and conceded when um recruiting my employees” (Lalith Senanayake)

“They should be very strong, I mean people who can face any challenges without backing up. Also they should have good communication skills and ability to convince people. They should posses’ good characteristics which others can follow. They should have the passion to obtain goals, very dedicated personalities which drive to development aggressively” (Sunanda Perera)

“Team work, decision making, accept challenges, high motivation to achieve the goal” (Yashoda Rathnayake)

5. Perception of Interpersonal skills

“As interpersonal skills I favor first impression, Communication and personal skills and general expected etiquettes” (Lalith Senanayake)

“They should be more friendly persons who can satisfy our clients well. Good team spirit is also another major skill. Also they should possess good communication skills. Creativity is also another fact that I consider because we are engaging with designing construction areas” (Sunanda Perera)

“Good communication skill is a must since we are a multinational company. Multi-tasking, negotiation, works under pressure, Commitment” (Yashoda Rathnayake)

6. Employer’s view on how students can develop skills and attitudes through universities.

“Must organize more guest lectures with corporate companies and even in the syllabus, it is better if they can conduct more practical oriented subjects. Otherwise undergraduates might face somewhat difficulties when they go out to the job market” (Anushka Pathirana)

“If students have this kind of practical exposure at the 2nd year that would be great. Because the thing is in 2nd year he/she have some sort of exposure in the university. Mainly he has identified where I want to be, and where I am right now.” (Chamley Ariyachandra)

“I have seen lot of programs happening in the university. Why students can’t have the chance to be a participants, contribute their knowledge, contribute their manpower, contribute whatever they can” (Varuni Amunugama)

“Today students have lots of opportunities. The problem is the students not getting in to the deep side. For the sake of doing it, it will not make any impact. Problem here is you need to identify exactly where I want to be, where I am, the gap between the two. How do I fill the gap? From student to student this can be varying. So this is where simply you can start your journey in your university life” (Wegapitiya)

“Our university students are not identifying their full capabilities and capacities. They are just the frogs in the well... Just see how many students are using the university library, Not only reading, in today with the latest technology students have many opportunities and facilities like browsing web, reading e-books, listening to music, but they are not getting the full use of it, may be they are not aware or here is no proper guidance, so should guide them in a proper way” (Baratha Manjula)

“I think university syllabus should cater to demanding aspirations of the business world. Extensive out of the box thinking is needed with lot of research. Few suggestions that come to my

mind; extensive coverage on project Management, area of the business focusing the update commercial awareness section where the candidates will have to do lot of readings on the current business affairs and extensive case study practice including group work which will be evaluated” (Lalith Senanayake)

“He/she should identify the changes in the environment. For that they should be engage in more practical activities. Actually what I see is most of the undergraduates have good team working abilities. Sometimes it might be their born talents or the personal improvements which they gain through their experience” (Sunanda Perera)

“Childhood experience are helpful it stays in your mind and helping when making connections with companies, participating guess lecturers, organize big events & more extracurricular activities.. if you want to be successful you always must have an unending determination to keep going despite the tough challenges that the environment throws at you” (Wegapitiya)

“In this company we are not just placing the employees, we are having separate programs for the newly joined employees to develop themselves, so if undergraduates come as interns this will give them a big support” (Baratha Manjula)

“Proper workshops, change in the course content, Guidance from the lecturers, Career guidance programs, Professional workshops... conduct some practical sessions to university students about the corporate world, what are the areas that privet sector is looking for and have to identify the most suitable career path for their development because it will affect the future of their career and for the life” (Yashoda Rathnayake)

7. Expert’s recommendations to make successful graduates

“My qualifications are, I am an Attorney at law and I have a BA and MBA. Those are not relating directly for what I am doing here now. So I am telling you that qualifications are not a limiting factor and it should be an enhancing factor” (Rohan Pallewaththe)

“Actually the truth is our local students are brighter and intelligent than international students. But what happens is our curriculum has not improved. Therefore it is better if they can experience a practical exposure. And also universities can get help from the private sector with good relationship” (Anushka Pathirana)

“Lectures can enhance the undergraduate by making it compulsory at least three projects for each undergraduate in their curriculum” (Varuni Amunugama)

“The university system will be adjusted or they will be practicing this challenge. I really believe that university students are really capable people, the only matter is they are lacking from experience and practice in private sector” (Chamley Ariyachandra)

“From compulsory training requirement before you sit for your stage exams including a viva and develop a method to evaluate the interpersonal skills, which will be tested extensively and marks are considered before awarding the final qualification” (Lalith Senanayake)

“There should be a proper way to enhance soft skills of the undergraduates which can create a more sensitive graduate, not only by that; they should improve their presentation skills too. Not only that, as I see all university students should have a strong, creative, passionate life style which can adopt for each and every changes happening in the environment” (Sunanda Perera)

“What university can do to enhance their undergraduates is by motivating their alumni members to support their followers by giving them chance to be a part of their workplaces. Must introduce them to those organisations” (Baratha Manjula)

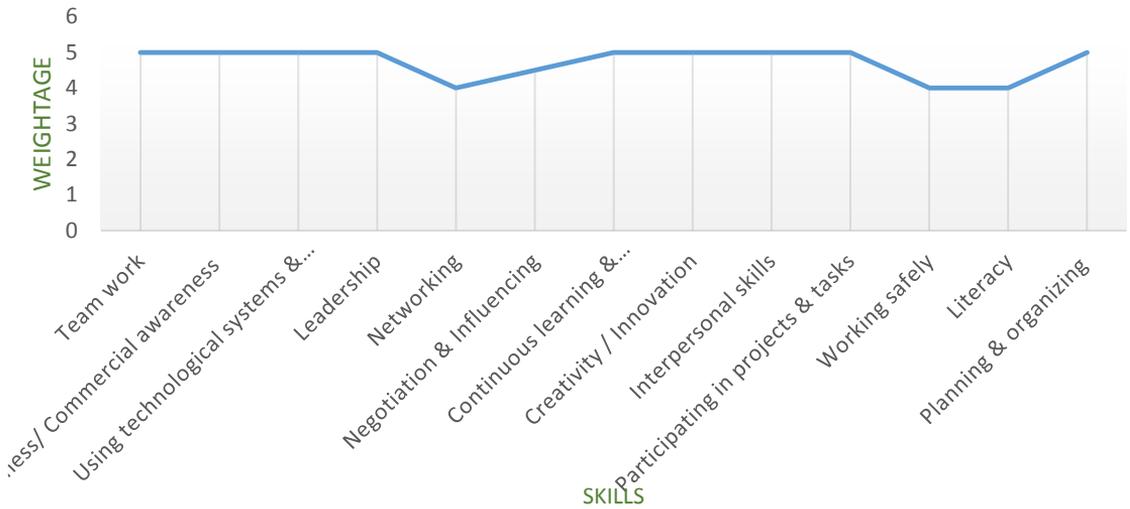
“Students are having an idea that having a degree makes them the “I’m Prefect”. They should develop the skills which are needed in the job market. Engage extra activities and should get the idea about how to work as team. English is must to enhance your career. Proper guidance from the university lecturers can be good opportunity for the students to identify the proper path” (Yashoda Rathnayake)

“No awareness in students and the lectures about the job market. Lectures should inform the students about the areas and trends in the job market. Also companies are like to keep good connections with universities so it will give the solutions to reduce distance between companies & universities. To develop skills and behaviours of undergraduates I wish to suggest Career guidance programs from the 1st year” (Sandeetha Jayasinghe)

The above comments were also prove through quantitative study been done. A Likert scale were developed including the skills identified in the conceptual framework. The responses were asked to scale the skills using 5 for strongly agreed, 4 for agreed, 3 for neither agreed nor disagree, 2 for disagree, 1 for strongly disagree.

The results of the quantitative outcomes of skills are presented in the table below.

Figure 2: Weightage responses for the selected skills

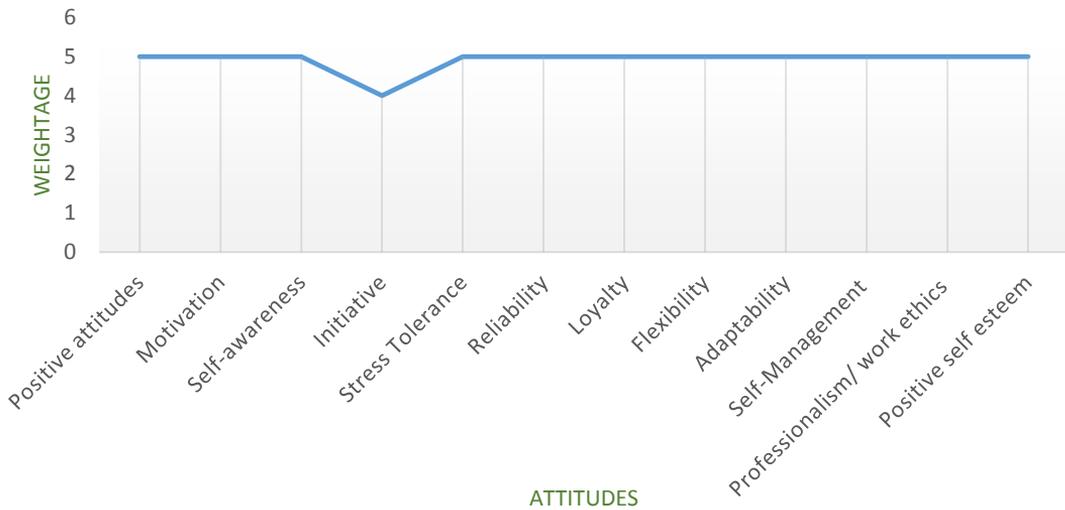


Through the qualitative analysis it was identified that there are three main skills which all the companies are highly considering when they are recruiting a new graduate. They are team work, interpersonal skills and planning & organizing.

So according to this research it can be conclude (Figure:2) that all the companies are strongly agreed in most of the skills and these skills have the first priority of those companies when they recruiting a fresh graduate.

Same quantitative approach was adopted to identify the priority given for the attitudes identified in the conceptual framework by the employers. The outcomes of that is presented below.

Figure 3: Weightage responses for the selected attitudes



When observing the collected data there are four main attitudes which all the companies are highly considering when they recruiting a fresh graduate. Those were positive, loyalty, flexibility, professionalism/ work ethics. So according to the findings of the research it can be conclude (Figure: 3) that all the companies are strongly agreed in most of the attitudes and these attitudes have the first priority of those companies when recruiting a fresh graduate.

Conclusion

Research of employability skills and attribute recognition from the employee point of view with the use of qualitative mixed method can deliver clear output for recognize employer expectation for the skills and attitudes and generate an idea on how the university curriculum and students behavior want to be change with the industry opportunities. Under the presenting facts researches have summarized collected data by using the best ideas employers have given through qualitatively as well as quantitatively.

Fresh graduates who has commerce stream degree have lot of job opportunities in the private sector and the study shows that industry doesn't consider whether he is specialized under management subjects or he has commerce degree, but they concern overall coverage of the course content, from that we can get better chances as bachelor of commerce graduates.

Therefore commerce graduates can apply for the job vacancies in finance, operations, human resource, marketing, accounting, project handling, sales and administration positions in audit firms, financial institutes or any company. But

commerce students no need to be stuck in their subjects they can enter to other fields like technological, event management, data analyzing jobs digital marketing relate jobs, research field, tourism industry, media, quality control, banking/ finance sector, fashion designing, IT- telecoms, customer relations, hospitality, international development, logistics/ transport, teaching/ academic and BPO etc.. In advertising industry client servicing Brand activation, art director possession, brand strategist, administration, finance sectors. Also every companies try to manage their human resource with giving cross functional training because they want to give difference functional experience to graduates to become overall knowledgeable person, they think it give decision making ability very well.

More than education qualification there are lot of other qualifications that companies are highly expecting from fresh graduates. Most commonly communication skills with clear understanding level and networks, leadership qualities and coaching skills, honesty and integrity, work as a team when collaborating with present employees, able to identify different people, respect to others, practical knowledge in order to carry out works without defects, hardworking and objective driven, high level of interest on their job, positive thinking and behavior pattern, easily can adopt to the environmental changes are considering as the driven factors for the career development by the employees. According to their point of view more than educational qualifications what they want from their employees is these kind of skills and attitudes. Simply more than the theoretical knowledge they accept the practical knowledge from their employees in order to achieve not only their objectives but also employees.

Throughout the interviews employers stress that education qualifications does not reflect the working behaviour of the person, or working environment flexibility. That is the reasons why they have preferred skills and attitudes more than educational qualifications when assessing the employees in the interview. When practices cross functional activities sometimes the educational qualifications might be useless since they have to work with various kinds of areas other than they have specialized. Also every person can possess the same level of education but their skills and attitudes are the factors that make them differentiate by each other. Furthermore they are considering educational qualifications as the base of each and every employee, but in order to develop their career path skills and attitudes are the factors the main factors that employees should possess.

Further, industry experts suggested that it is necessary to get more guest lectures from corporate companies and even in the syllabus it is better if it is practical oriented and it is more helpful to make a successful graduate after university period. Another idea is if students have practical exposure at the 2nd year that

would be great. Because the thing is in 2nd year he/she have some sort of exposure in the university. Participating in workshops, Career guidance programs, doing business simulations are good opportunities to improve skills and attitudes. Another idea is undergraduate syllabus should cater to demanding aspirations of the business world. Extensive out of the box thinking is needed with lot of research, and also undergraduate should cover the area of the business focusing the update commercial awareness section where the candidates will have to do a lot of reading on the current business affairs and extensive case study practice including group work which will be evaluated.

Finally, the employers have recommended some interesting ideas for universities to take up to make successful graduates. They have suggested for universities to organize career fairs and workshops on personal grooming and have suggested to conduct with a practical exposure. For these things universities can get corporation from the private sector by building good relationships. Another suggestion is to conduct at least three projects for each undergraduate to be involved in their curriculum. University can also motivate their alumni members to support the students to develop the skills and attitudes as well.

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