8 DECENT WORK AND ECONOMIC GROWTH

masters' union university

MASTERS' UNION | ANNUAL IMPACT REPORT 2025

decent work and *economic growth*

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



SDG 8 IMPACT REPORT

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01 Introduction

1.1 Understanding SDG 8: Decent Work and Economic Growth

Sustainable Development Goal 8 links sustained and inclusive economic growth with productive employment, labour rights and decent work. Its scope extends from the quality and security of employment to productivity, entrepreneurship, innovation and the ability of people to participate in economic life on fair terms.

For a business school, this creates responsibilities on two levels. The institution is an employer and must apply fair labour practices within its own workforce and contracted services. It is also an educator and economic catalyst, preparing students for productive work, enabling new ventures, strengthening employability and exposing learners to the systems through which organisations create jobs, livelihoods and economic value.

1.2 Masters' Union's Contribution to SDG 8

Masters' Union contributes to SDG 8 through four connected pathways.

01

Research

Examines entrepreneurship, technology adoption, productivity, working conditions and venture governance.

02

Stewardship

Fair remuneration, pay equity, non-discrimination, labour rights, responsible outsourcing and employee appeal.

03

Outreach

Extends entrepreneurship education and venture support beyond the campus.

04

Teaching

Connects students with workplaces, value chains, livelihood systems and enterprise creation through practice-led learning.

This fits Masters' Union's model. Students are prepared for work by tackling real business problems, building ventures and engaging directly with industry, while the institution applies documented employment protections to the people who teach, manage and support its programmes.

1.3 Contribution at a Glance

AREA	DOCUMENTED CONTRIBUTION
Employment governance	Living-wage framework; non-discrimination; modern-slavery safeguards; outsourced-worker protections; labour rights; employee appeal mechanisms.
Pay equity	Median gender pay gap of 3.40%; median bonus gap of 0.00%; structured review of pay, progression and variable compensation.
Community entrepreneurship	Startup Punjab has engaged 101,884 students across 47 universities and 1,695 colleges, supporting 20,226 student-led businesses and ₹44.15 crore in venture revenue.
Student enterprise	The Dropshipping Challenge has engaged 500+ students, created 150+ businesses and generated more than ₹10 crore in cumulative revenue.
Graduate employment	PGP-TBM 2025 reports ₹33.39 LPA average CTC, ₹27.78 LPA median CTC and 30 international/remote offers.
Entrepreneurship outcomes	35+ Cohort 2025 students started ventures; Masters' Union provided ₹1.36 crore in grants and 4,500 hours of 1:1 mentorship.
Experiential learning	Twelve PGP Immersions examine entrepreneurship, workforce skilling, productivity, rural livelihoods, trade infrastructure and inclusive value chains.

02 Research

Research under SDG 8 examines the conditions that support productive economic participation: how entrepreneurs adopt technology, how operational systems improve productivity and how firms manage uncertainty across supply and trading decisions. Masters' Union's faculty research therefore connects economic growth with enterprise capability, technology adoption and more efficient production systems.

2.1 Research on Entrepreneurship and Economic Participation

Research by Dr. Rinku Mahindru and co-authors examines technology adoption by Indian women entrepreneurs and asks whether digital capability acts as an enabler or differentiator. The study is relevant to SDG 8 because access to technology influences the ability of entrepreneurs to reach markets, compete, scale and participate more fully in economic life. It also connects directly with Masters' Union's wider emphasis on venture creation and inclusive entrepreneurship.

2.2 Research on Productivity, Technology Adoption and Supply Systems

The research portfolio also addresses productivity and technology adoption in production systems. Work by Dr. Shiril Saju and N. K. Verma evaluates the ecosystem supporting agricultural-technology adoption in emerging economies, linking institutional conditions and technology diffusion with productivity and rural enterprise. Research by Dr. Ashish Singh Bhandari and co-authors examines processing and trading decisions under random supply and inventory-conversion flexibility, contributing to knowledge on operational resilience and economic efficiency.

PUBLICATION	FACULTY	SDG 8 RELEVANCE
Kaur, S., Mahindru, R., et al. (2023) Technology Adoption by Indian Women Entrepreneurs: An Enabler or Differentiator? Academy of Marketing Studies Journal, 27(6).	Dr. Rinku Mahindru	Entrepreneurship, digital capability and economic participation
Saju, S. & Verma, N. K. (2026) Evaluating the Ecosystem Facilitating Agriculture Technology Adoption in Emerging Economies International Journal of Production Economics, 300.	Dr. Shiril Saju	Technology adoption, productivity and rural economic systems
Bhandari, A. S., Sapra, A., Seshadri, S. & Sastry, T. (2025) Optimal Processing and Trading for a Commodity in the Presence of Inventory Conversion Flexibility and Random Supply Production and Operations Management.	Dr. Ashish Singh Bhandari	Operational productivity, supply uncertainty and market efficiency

2.3 Further Research Papers

Alongside technology adoption and operations, the portfolio looks at the conditions of work and enterprise themselves. Dr. Harish Shetty co-authored an integrative review of how working conditions in global supply chains can be improved. Dr. Kashika Sud and co-authors study how a promoter-driven organisation professionalises its work systems, Dr. Rinku Mahindru asks managers about workers' participation in management, and Dr. Vipin Sreekumar and co-authors review how new ventures are governed.

PUBLICATION	FACULTY	SDG 8 RELEVANCE
Soundararajan, V., Wilhelm, M., Crane, A., Agarwal, P. & Shetty, H. (2025) Towards a Systemic Approach for Improving Working Conditions in Global Supply Chains: An Integrative Review and Research Agenda Academy of Management Annals, 19(1), 230–264.	Dr. Harish Shetty	Working conditions, labour standards and supply-chain governance
Bhayana, C., Arora, H., Sud, K. & Vohra, N. (2025) Implementing High-Performance Work Systems: Dynamics of Professionalisation in a Promoter-Driven Organisation International Journal of Organizational Analysis, 33(8), 2347–2369.	Dr. Kashika Sud	Work systems, people management and organisational professionalisation
Mahindru, R. (2024) Manager's Perspective on Workers' Participation in Management: A Scenario-Based Study on Indian Organizations Management Research Review, 47(3), 406–421.	Dr. Rinku Mahindru	Employee voice and participation in decision-making
Deb, P., Sreekumar, V., Sen, P., Duru, A. & Brannon, D. L. (2024) New Venture Governance: An Integrative, Multidisciplinary Review Academy of Management Annals, 18(2), 831–861.	Dr. Vipin Sreekumar	Governance and oversight of early-stage enterprise

2.4 Book Chapters and Conference Papers

Dr. Garima Chaklader wrote Service Sector Dynamics and Role in the Indian Economy with Rupa Chanda of UNESCAP and Sudeshna Ghosh of IIM Bangalore. The chapter appears in the Springer volume *Growth, Development and Productivity: 75 Years of Indian Experience* and examines the part services play in India's economic development.

FACULTY	PAPER AND WHERE IT APPEARED	SDG 8 RELEVANCE
Dr. Kunal Biswas	Fiscal-monetary interaction and the business cycle. ISI Delhi; SERI doctoral workshop, IIM Calcutta; India Management Research Conference, IIM Ahmedabad; Delhi School of Economics; IIT Bombay; Shiv Nadar University (2024 and 2025).	Macroeconomic stability and growth
Dr. Vipin Sreekumar	FDI and global value chain participation of Indian manufacturing firms. Academy of Management Proceedings, 2024.	Industrial participation in global value chains
Dr. Kashika Sud	Profiles of investor participation and influence in startup funding decisions (poster). American Psychological Association, Seattle, 2024.	Startup finance and enterprise creation
Dr. Rochak Khandelwal	Illusion of Specialization: How Being Good Turns Out to Be Bad, with Hyun Chul Maeng. Proceedings of the European Marketing Academy, EMAC Spring Conference, Madrid, 2025.	Specialisation, performance and market outcomes

03 Stewardship

Stewardship under SDG 8 begins with the institution's own role as an employer. Masters' Union's employment framework combines remuneration principles with measurable pay-equity review, non-discrimination, safeguards against exploitation, responsible treatment of outsourced workers, employee voice and a formal route to challenge employment decisions. These measures place decent work within institutional governance rather than treating it as an external teaching theme.

3.1 Fair Remuneration and Living Wage

Masters' Union's Living Wage and Fair Remuneration Policy establishes that directly employed staff and faculty should receive remuneration that supports a dignified standard of living and remains above applicable government-notified minimum-wage rates in Haryana. A statutory minimum wage and a living wage are not always the same. The framework therefore lets pay be assessed against a locally defined living wage or a financial benchmark for a family of four.

The benchmark considers essential household expenditure including food, housing, utilities, healthcare, education, transport, clothing and provision for emergencies. Compliance is assessed using guaranteed remuneration rather than discretionary bonuses or reimbursements, so variable compensation is not used to offset an inadequate normal wage. Individual payroll remains confidential, while the methodology and aggregate position can be disclosed institutionally. It is set as a monthly and an hourly wage, so it also covers part-time staff, and it is never below the notified minimum wage. Pay is also compared with similar roles in the industry.

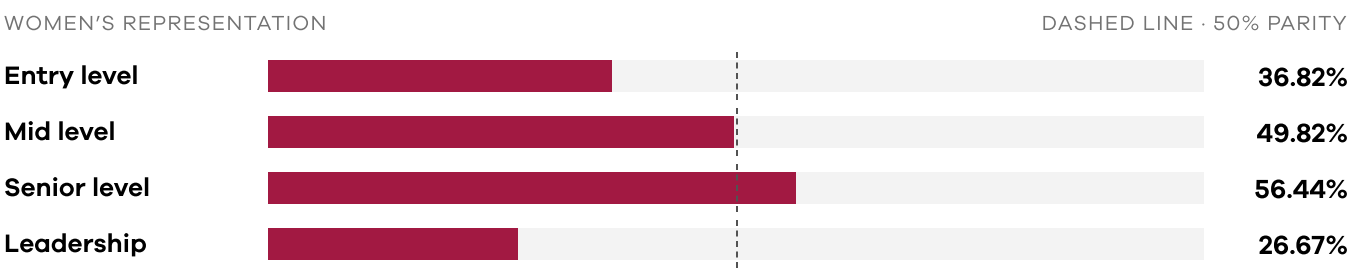
3.2 Pay Equity and Workforce Progression

Masters' Union's Pay Scale Equity and Gender Pay Gap Policy is based on equal pay for work of equal value. The institution reviews pay through direct comparisons and through the make-up of its workforce. Apparent pay gaps can come not only from unequal pay for comparable work but also from differences in representation across senior and leadership roles.

3.40%	11.04%	0.00%	25.05%	26.67%
Median gender pay gap	Mean gender pay gap	Median bonus gap	Mean bonus gap	Women in leadership roles

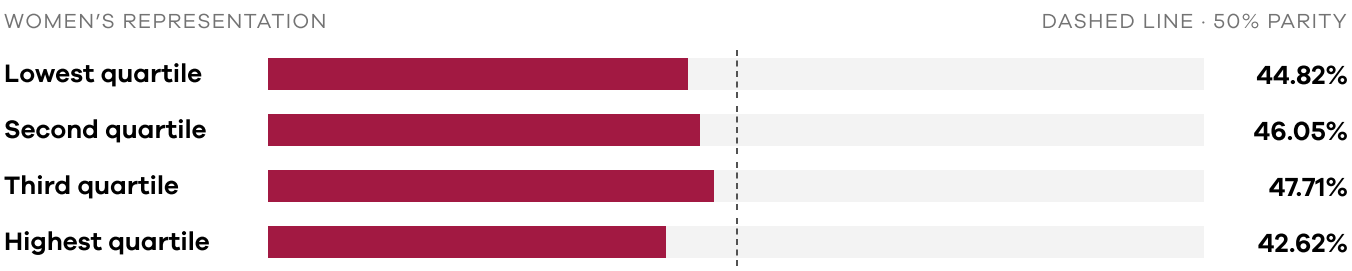
The median gap of 3.40% indicates that remuneration around the midpoint of the workforce is comparatively aligned. The mean gap is higher, and the leadership and bonus data point the same way: what remains of the difference sits mainly at the upper end of the pay range, not across the whole workforce.

Representation Across Workforce Levels



Women are close to parity at the mid level and form a majority at the senior level, a strong base of experienced women professionals. Masters' Union is building on this by widening the pathways that carry them into leadership roles.

Pay Quartile Distribution



Women represent more than 40% of every pay quartile, indicating participation throughout the compensation structure rather than concentration only in lower-paid roles.

Benefits Beyond Pay

Employee benefits have widened beyond pay. Recent additions include exclusive Swiggy rewards, an NPS awareness session and a global immersion at SDA Bocconi in Milan.

Performance-Linked Compensation

The gender pay assessment found a median bonus gap of 0.00%, while the mean bonus gap was 25.05%. Masters' Union reviews bonus eligibility, performance linkages and award distribution alongside starting salaries, increments, promotions, role scope, experience and specialised expertise. Where a difference cannot be explained by objective factors, corrective action may include salary adjustment, role-classification review, revised salary bands or stronger approval controls.

3.3 Equal Employment and Non-Discrimination

Masters' Union's employment framework requires recruitment, remuneration, appraisal, promotion, training and termination decisions to be based on professional criteria. It prohibits discrimination based on religion, gender, gender identity, gender expression, sexual orientation, age, nationality, disability, marital or family status, refugee status, caste and other protected characteristics.

The principle applies across the employment cycle. Role requirements guide recruitment. Employees should have fair access to learning and progression. Pay and performance decisions should rest on evidence. People who raise concerns in good faith are protected from retaliation. Pay-equity, labour-rights and appeal processes provide additional routes through which employees can question decisions they believe are inconsistent with institutional policy. The Equal Employment Opportunity Policy sets these requirements out, and the Prevention of Sexual Harassment policy covers how harassment is prevented and addressed.

3.4 Protection from Exploitation and Responsible Outsourcing

Masters' Union maintains a Modern Slavery and Human Trafficking Policy with a zero-tolerance approach to forced labour, bonded labour, human trafficking, unlawful child labour and related exploitation. The policy extends beyond directly employed staff to contractors, consultants, interns, vendors, suppliers and institutional partners, reflecting the higher visibility risk that can arise in subcontracted services.

For outsourced activities including security, housekeeping, catering, maintenance, facilities management, transport, events, technical support, temporary staffing and construction, including subcontractors, the Equivalent Rights for Outsourced Workers Policy establishes fundamental protections. These include lawful and timely wages, applicable overtime, statutory benefits, safe working conditions, access to basic welfare facilities, protection from harassment and discrimination, freedom of association and access to grievance routes. Outsourcing an activity does not remove Masters' Union's responsibility for lawful, fair, safe and dignified working conditions.

Vendor due diligence includes labour-law compliance, wage and attendance records, statutory contributions and health-and-safety arrangements. Contracts may require record maintenance, audit cooperation and corrective action. Outsourced workers may also access relevant institutional grievance channels rather than being restricted solely to their contractor's internal process.

3.5 Employee Voice, Labour Rights and Appeals

Masters' Union recognises the right of eligible employees to form or join lawful trade unions and employee associations, select representatives, raise collective concerns and participate in collective bargaining. The right applies across faculty, administrative and professional staff, part-time and fixed-term employees, women employees and international staff. The institution does not currently have a registered employee trade union or collective bargaining agreement, but the absence of an existing union does not restrict the right to organise.

Employees also have a structured route to appeal decisions affecting pay, appraisal, promotion, benefits, role classification and employment rights. A formal appeal can be reviewed by an individual or panel that was not solely responsible for the original decision and has no material conflict of interest. The process can consider appraisal records, job descriptions, salary structures, comparable cases and employee submissions, and provides a written outcome with protection from retaliation for good-faith participation.

EMPLOYMENT AREA	INSTITUTIONAL MECHANISM
Fair remuneration	Living Wage and Fair Remuneration Policy
Pay equity	Pay Scale Equity and Gender Pay Gap Policy and pay-gap measurement
Non-discrimination	Equal-employment protections across the employment cycle
Modern slavery	Zero-tolerance policy covering direct and contracted relationships
Outsourced workers	Equivalent Rights for Outsourced Workers Policy and vendor due diligence
Employee voice	Freedom of Association and Collective Bargaining Policy
Appeal and remedy	Employee Rights, Pay and Appraisal Appeal Process

04 Outreach

Outreach under SDG 8 extends entrepreneurship and economic participation beyond Masters' Union's enrolled cohorts. The institution works through large-scale entrepreneurship programmes, public venture platforms, mentorship and founder support to help young people test ideas, launch businesses and connect with markets, investors and institutional networks.

4.1 Startup Punjab: Entrepreneurship at Scale

Startup Punjab is Masters' Union's largest community-facing entrepreneurship initiative. It uses experiential entrepreneurship education to help students establish and run real businesses, with particular relevance for rural and semi-urban learners, women entrepreneurs and participants from underserved or economically weaker backgrounds. The programme connects entrepreneurship education with practical revenue generation rather than limiting participation to classroom ideation.

101,884
Students engaged

20,226
Student-led businesses created

₹44.15 Cr
Revenue generated by ventures

47
Universities covered

1,695
Colleges covered

15,341
Businesses still active

43,605
Business transactions recorded

The programme spans multiple enterprise pathways, including e-commerce, content creation, professional services and retail. Its scale shows how business education can contribute to self-employment and local enterprise formation beyond the institution's own campus.

Masters' Union built the programme for the Government of Punjab, from the curriculum to the Punjab Startup App that carries it. Students choose one of five tracks (e-commerce, content creation, retail, professional services or their own idea), work through twelve milestones in four phases, upload proof of each task and sell to real customers. An AI coach and 1,000+ mentors, with 20+ nodal mentorship centres across universities, guide them in English, Hindi and Punjabi, and students earn academic credit based on the revenue they actually make.

4.2 Venture Support and Enterprise Development

Masters' Union's venture ecosystem provides founders with structured mentoring, grant support, investor access and opportunities to validate products with real users. The Venture Initiation Programme, a nine to ten month journey, takes founders from identifying and validating a problem to developing a business model and presenting at Demo Day, where ventures pitch to more than 150 venture capitalists and angel investors.

The entrepreneurship portfolio provides direct evidence of job and enterprise creation. The institution's entrepreneurship report profiles more than 30 venture stories that together have created over 500 jobs. For the PGP-TBM Cohort of 2025, 35+ students started ventures, supported by ₹1.36 crore in Masters' Union grants and approximately 4,500 hours of 1:1 mentorship.

The Founders' Fellowship gives selected founders who build full time ₹50,000 a month for up to one year, alongside mentorship and fundraising support. It has supported 30+ students and 25+ startups, which have raised ₹20 crore+, with ₹1.2 crore+ in grants from Masters' Union. Masters' Union Ventures extends similar support to founders under 25, including coders, creators, self-taught builders, school and university dropouts and entrepreneurs from Tier 2 and Tier 3 locations.

500+
Jobs created across 30+ profiled ventures

35+
Cohort 2025 students started ventures

₹1.36 Cr
Masters' Union grants

4,500
Hours of 1:1 mentorship

SELECTED VENTURE	ECONOMIC CONTRIBUTION
Guardex	5 employees; 10 B2B customers; 12 factory pilots; ₹8 lakh Masters' Union grant
Mom's Mixes	11 employees; ₹38.23 lakh annualised revenue; 500+ customers; ₹9 lakh grant
Pixel School of Fashion	₹50.4 lakh annualised revenue; 10 learners in first cohort; ₹6 lakh grant; 20%+ EBITDA
SeedsAI	AI automation for NBFC operations; reported 70% reduction in auditing time, 10% improvement in collections and $200K pre-seed funding

4.3 Public Platforms for Student Enterprise

Masters' Union creates public-facing platforms that allow student founders to test visibility, communicate with stakeholders and connect to wider entrepreneurial networks. Student-led ventures from postgraduate, undergraduate and executive programmes have shown their products and services to the Chief Minister of Haryana on World Entrepreneurs' Day. Demo Day and Shark Tank India connect campus ventures with investors, founders and national audiences. Five student and alumni ventures have pitched on the show: Bullspree, HiveSchool, MemoTag, HookD and Meta Fashion. More than 80 student startups have come through the Venture Initiation Programme and related entrepreneurship initiatives, and 50 VIP-incubated companies have raised more than ₹320 crore.





WORLD ENTREPRENEURS' DAY

Student-led ventures showcased to the Chief Minister of Haryana.

05 Teaching

Teaching is central to Masters' Union's contribution to SDG 8 because the institution treats employability, productivity and entrepreneurship as capabilities that must be developed through practice. Students work on live business problems, build ventures, engage with operating companies and observe how different sectors create employment, improve productivity and distribute economic value.

5.1 Practice-Led Preparation for Work

Masters' Union's Learn-by-Doing model links academic concepts to operating decisions. Students encounter real customers, business models, financial trade-offs, supply chains, technology systems and organisational constraints through live projects, company challenges, practicums and venture building. The objective is not only to secure a first job, but to build the judgement, technical capability and commercial understanding required for productive work in changing industries.

The Dropshipping Challenge is a particularly direct example. More than 500 students have participated, creating 150+ businesses that have generated more than ₹10 crore in cumulative revenue. The undergraduate cohort alone launched 43 digital brands and generated more than ₹1.2 crore in revenue, turning entrepreneurship education into direct market participation. A recent cohort generated more than ₹3.3 crore in about two and a half months.

500+	150+	₹10 Cr+	43
Students in the Dropshipping Challenge	Businesses created	Cumulative revenue	Digital brands from the UG cohort

The PG Programme in Sustainability and Business Management maps 32 of its 40 courses to SDG 8. They range from Financial Accounting and Corporate Governance to Social Impact, Corporate and Entrepreneurial Finance and Talent and People Decisions.

5.2 PGP Immersions: Learning Decent Work Across Industries

PGP Immersions use field visits to expose students to employment systems, productivity, enterprise development and livelihoods across different parts of the Indian economy. Rather than treating economic growth as an abstract macroeconomic concept, the programme places students inside organisations where they can observe how technology, skills, infrastructure, market access and institutional design affect workers, entrepreneurs and communities.

PGP IMMERSIONS · THIRTEEN SITES

IMMERSION	LOCATION	PRIMARY SDG 8 LEARNING LENS
EDII	Ahmedabad, Gujarat	Entrepreneurship development, incubation and MSME formation
Meesho	Bengaluru, Karnataka	Platform entrepreneurship, small sellers and inclusive digital commerce
Infosys	Bengaluru, Karnataka	Workforce development, continuous learning and future skills
Addverb	Noida, Uttar Pradesh	Automation, Industry 4.0, productivity and skilled employment
Mumbai Dabbawalas	Mumbai, Maharashtra	Informal-sector employment, dignity of work and operational excellence
SEWA - Chikankari	Lucknow, Uttar Pradesh	Women's livelihoods, producer collectives and market participation
Amul	Anand, Gujarat	Cooperative enterprise, rural incomes and dairy value chains
Swades Foundation	Rural Maharashtra	Rural livelihoods, skills, income diversification and local enterprise
ITC	Multi-site, India	Integrated value chains, sourcing, productivity and employment generation
Adani Ports	Mundra, Gujarat	Trade infrastructure, logistics employment and productivity
Sonalika Tractors	Hoshiarpur, Punjab	Manufacturing, farm mechanisation and agricultural productivity
Lenskart	Gurugram / NCR	Technology-enabled manufacturing, retail productivity and skilled work
Deloitte, UP Chief Minister's Office	Uttar Pradesh	State economic strategy, manufacturing-led employment and inclusion at scale

Entrepreneurship and Inclusive Commerce

At EDII, students study how incubation, mentoring and entrepreneurship education support enterprise creation and self-employment. The Meesho immersion extends this perspective into digital commerce, where platform infrastructure can lower entry barriers for small businesses, women entrepreneurs and first-time sellers through digital payments, logistics integration and national market access.





PGP Immersions in entrepreneurship and inclusive commerce.

Future Skills, Technology and Productivity

Infosys shows how continuous learning and capability building support workforce resilience in a technology-driven economy. Addverb exposes students to robotics, warehouse automation and AI-enabled logistics, showing how productivity gains change the demand for technical and managerial skills. Sonalika Tractors and Lenskart extend this learning into manufacturing, where mechanisation, digital systems and integrated operations shape productivity and skilled employment. The Deloitte session at the Uttar Pradesh Chief Minister's Office added a public-policy view: why a state treats manufacturing as the lever for employment that reaches people without tertiary education.





Sonalika Tractors, Hoshiarpur (left) and a technology-led manufacturing immersion (right).

Inclusive Livelihoods and Cooperative Enterprise

The Mumbai Dabbawalas provide a distinctive view of community-based employment and operational excellence within a low-cost logistics model. SEWA-Chikankari shows how producer collectives can strengthen women's livelihoods, market access and income security while preserving specialised craft skills. Amul shows the scale at which cooperative institutions connect rural producers to organised markets, processing, cold chains and value addition. The Swades Foundation immersion complements these examples through integrated rural livelihood development and local enterprise creation.



Mumbai Dabbawalas, Mumbai



SEWA-Chikankari, Lucknow



Amul, Anand



Swades Foundation, rural Maharashtra

Value Chains, Trade and Economic Infrastructure

ITC lets students see how farmers, suppliers, manufacturers, distributors and consumer businesses work together in integrated value chains. Adani Ports shows how trade infrastructure, logistics capacity, efficiency and wider economic activity are linked. Together, these immersions broaden the SDG 8 lens from individual jobs to the systems that make productive employment possible.



Adani Ports, Mundra

5.3 Career Outcomes and Employment Pathways

Career outcomes provide an external test of whether the institution's practice-led model translates into labour-market participation. The PGP-TBM placement record shows sustained employment outcomes alongside rising access to international and cross-border roles. Some students choose to skip campus placements to pursue entrepreneurship, a family business or other paths. Placement figures are therefore read alongside these parallel outcomes, not as the only measure of economic participation.

PGP-TBM · COHORTS 2021–2025

METRIC	2025	2024	2023	2022	2021
Total students	**233**	201	163	60	64
Opted out of campus placement	**61**	42	12	–	–
Average CTC	**₹33.39 LPA**	₹28.52 LPA	₹34.07 LPA	₹33.10 LPA	₹29.12 LPA
Median CTC	**₹27.78 LPA**	₹27.66 LPA	₹32.18 LPA	₹30.92 LPA	₹29.5 LPA
Highest CTC	**₹1.28 Cr**	₹61.80 LPA	₹57.08 LPA	₹64.15 LPA	₹45 LPA

For the 2025 cohort, the Careers Report records an average CTC of ₹33.39 LPA, an average of ₹54.80 LPA for the top 25% of the cohort and 30 international or remote offers. It also records 64 campus drives and 55 new marquee recruiting brands. More than 80% of students secured advance placements, with the first salary credited before programme completion.

₹54.80 LPA
Average CTC, top 25% of the 2025 cohort

30
International or remote offers

64
Campus drives

55
New marquee recruiting brands

The longer-term alumni record shows career movement beyond the first placement. Masters' Union reports 80+ alumni who have become entrepreneurs after graduation, 125+ alumni with current CTCs in the ₹40–60 LPA range, 40+ above ₹60 LPA and 50+ alumni working across global hubs. These outcomes indicate that economic participation continues through career progression, mobility and venture creation after graduation.

Career preparation begins well before recruitment. Students receive support with resumes, professional profiles, interview preparation, domain knowledge and company-specific preparation, and once an interview is secured, Last Mile Prep gives more focused support for the role and organisation. Outcomes for earlier cohorts are public too, including the PGP Cohort of 2024 employment summary and the PGP-TBM Placement Report 2025.

80+	125+	40+	50+
Alumni who became entrepreneurs	Alumni at ₹40–60 LPA current CTC	Alumni above ₹60 LPA	Alumni across global hubs

5.4 Entrepreneurship as an Employment Pathway

Masters' Union treats venture creation as a parallel pathway to conventional employment. Students can move from classroom experimentation into venture building through the Dropshipping Challenge, Venture Initiation Programme, founder mentorship, institutional grants and investor-facing Demo Days. This matters for SDG 8 because entrepreneurship can create not only self-employment for founders but additional jobs, supplier demand and new economic activity as ventures scale.

The strongest evidence is therefore not the number of startup ideas generated, but the progression from idea to operating business: revenue, customers, employees, external capital and continuing market activity. The institution's venture portfolio shows each of these stages across consumer, education, AI, fintech and technology businesses.

Student enterprise also works with community producers. Through the Kalaghar Dropshipping Project, students worked with handcrafted home decor made by artisans from underserved communities, supporting marketing, sales and customer access while learning how stronger links to markets can support existing livelihoods. Food ventures extend the approach: students source directly from farmers, food producers and manufacturers, which gives them a direct buyer. Eat Real, for example, buys vegetables from farmers with Tamil Nadu government support, and Solomon Bharat has brought 100+ handmade and handicraft brands to buyers in five countries.

01	02	03	04	05
Revenue	**Customers**	**Employees**	**External capital**	**Continuing market activity**

Stages from idea to operating business.

Subjects in the PGP-TBM Curriculum

The course plan covers work and the workforce directly: Employee Relations & Workplace Conduct, Industrial Relations & Labour Law, Future of Work & Workforce Automation and Gig & Contingent Workforce Management in the HR & Organisational Strategy track, and Impact Entrepreneurship and Social Entrepreneurship across programmes.

06 Institutional Direction

We already pay fairly, protect the people who work for us, prepare students for good jobs and help them build businesses that create more. Our ambition is to be a model of fair work and a source of good jobs.

6.1 A Model of Fair Work

We want everyone who teaches, manages and supports our programmes to be paid fairly, treated with dignity and heard. We will keep strengthening fair work as we grow, so that it stays true at any size.

6.2 Graduates Ready for Work They Value

We want every graduate to move into work they value, in India or abroad. Our ambition is to work ever more closely with employers and founders, so that what students learn is what work needs.

6.3 Enterprise that Creates Jobs

We want more of the businesses our students and young people start to grow and employ others. Our ambition is to take Startup Punjab and the Founders' Fellowship to more communities, especially in smaller towns and rural areas.

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