

DOI 10.18372/2786-823.1.19270

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## **THE ROLE OF EXTRACURRICULAR ACTIVITIES IN SHAPING THE PERFORMANCE OF MANAGEMENT STUDENTS**

***Annotation.** This study examines the impact of extracurricular activities on management students, highlighting how participation influences academic performance, personal growth, and career prospects. Through engagement in sports, arts, leadership roles, and community service, students build essential soft skills such as teamwork, communication, and time management. Previous research indicate that students involved in extracurricular activities exhibit higher motivation, self-confidence, and academic success. Additionally, these activities provide valuable networking opportunities and hands-on experiences that enhance employability. The study underscores the importance of a holistic education, advocating for the*

*integration of extracurricular activities into the management curriculum to develop well-rounded individuals prepared for the evolving demands of the business world.*

**Key words:** *extracurricular activities, higher education, management students, B-Schools*

**Анотація.** *Це дослідження вивчає вплив позакласних заходів на студентів менеджменту, підкреслюючи, як участь впливає на академічну успішність, особистісний ріст і кар'єрні перспективи. Займаючись спортом, мистецтвом, лідерськими ролями та громадською діяльністю, студенти формують такі важливі навички, як робота в команді, спілкування та управління часом. Попередні дослідження показують, що студенти, які займаються позакласною діяльністю, демонструють вищу мотивацію, впевненість у собі та успішність у навчанні. Крім того, ці заходи надають цінні можливості для спілкування та практичний досвід, що покращує працевлаштування. Дослідження підкреслює важливість цілісної освіти, виступаючи за інтеграцію позакласних заходів у навчальний план менеджменту для розвитку всебічно розвинених осіб, підготовлених до мінливих вимог ділового світу.*

**Ключові слова:** *позакласна діяльність, вища освіта, студенти менеджменту, B-Schools.*

**Introduction.** The Role of Extracurricular Activities in Management Education: An Indian Perspective. Extracurricular activities have become an indispensable part of the educational experience, particularly for management students in India. These activities extend beyond the traditional classroom, encompassing a wide array of pursuits such as sports, arts, clubs, community service, and leadership roles. Engaging in these activities allows students to develop essential life skills, which are crucial for both personal and professional success. In India, where the emphasis on academic performance often overshadows other developmental opportunities, extracurricular activities offer students a platform to explore their interests, form social connections, and build a sense of belonging within their educational institutions.

**The aim of the article** is to reveal the role of extracurricular activities in shaping the performance of management students.

**Research Results. Holistic Development.** One of the primary objectives of integrating extracurricular activities into management education is to foster the holistic development of students. Studies in the Indian context, such as a survey conducted by Garg & Rastogi (2019), highlight the importance of extracurricular engagement in nurturing vital soft skills like teamwork, communication, leadership, and time management. These skills are indispensable in the corporate world, where collaboration and leadership are key. Indian management institutes like the Indian Institutes of Management (IIMs) and Xavier School of Management (XLRI) emphasize extracurricular involvement as a means of shaping emotionally and socially resilient graduates. Participation in these activities fosters empathy, self-awareness, and a balanced personality, qualities that are highly valued in the dynamic business environment.

**Academic Performance.** Research in India also supports the positive relationship between extracurricular activities and academic performance. A study by Das & Mishra (2021) conducted across various Indian universities found that students involved in extracurricular activities displayed higher levels of motivation, better time management, and improved self-confidence, all of which contributed to enhanced academic outcomes. In management education, where handling rigorous coursework is crucial, these traits equip students to succeed academically. Moreover, the discipline and commitment developed through participation in extracurricular activities often translate into better academic focus and performance.

**Networking Opportunities.** Extracurricular activities in Indian management institutions also provide robust networking opportunities. Research by Bhatt (2020) revealed that students participating in clubs and societies at Indian business schools were more likely to secure internships, mentorship, and job offers through these connections. Indian institutions have long recognized the value of networking, and management students are often encouraged to engage in clubs like the Marketing Club

or Entrepreneurship Cell, where they can interact with faculty and industry professionals. These connections not only enhance career prospects but also offer students insights from experienced professionals that support their career ambitions.

**Practical Application of Knowledge.** Engaging in extracurricular activities enables Indian management students to apply theoretical knowledge in practical, real-world scenarios. A case study by Sharma & Gupta (2018) on entrepreneurship initiatives in Indian business schools demonstrated that students involved in such activities were better prepared to implement management concepts in real-life business settings. For instance, involvement in entrepreneurship cells or business strategy clubs allows students to experiment with business models and strategies, bridging the gap between classroom learning and real-world application. This practical exposure helps students develop a deeper understanding of management theories, preparing them for the challenges of the corporate world.

**Review of literature.** The significance of students' engagement in extracurricular activities has evolved significantly over time. Initially, during the later part of the 18th century and early 19th century, many educators viewed extracurricular participation with scepticism, often discouraging it. Marsh and Kleitman (2002) noted that educators at the time perceived these activities as mere fads lacking substantial long-term importance [6]. This sentiment contributed to a gradual and hesitant development of extracurricular initiatives. However, by the latter part of the 19th century, an emerging recognition of the value of extracurricular activities began to take hold. Extracurricular activities supplement and extend those contacts and experiences found in the more formal part of the program of the school day. This perspective highlighted the potential of informal learning environments to enhance student experiences beyond the conventional curriculum.

Bodolica et al. (2021) emphasize that students who engage in practical activities during their studies gain a competitive edge in the labor market [1]. This advantage is attributed to enhanced «learnability» – the ability to continuously adapt and acquire skills necessary for employment. More recently, there has been a substantial shift

towards a positive understanding of the impact of extracurricular activities on students' life skills and academic performance. A growing body of research has documented the beneficial effects of participation in extracurricular activities, noting a positive correlation between such involvement, higher educational aspirations, and reduced absenteeism (Broh, 2002; Guest & Schneider, 2003) [2, 4]. These findings suggest that involvement in extracurricular pursuits can foster a more well-rounded educational experience and contribute positively to students' academic endeavours. Despite these optimistic perspectives, some critics argue that not all extracurricular activities yield the desired positive outcomes. Specific types of activities may detract from overall academic performance, creating a complex landscape where the benefits are not uniformly distributed (Stevenson & Clegg, 2011) [11 - 12]. Extracurricular activities encompass a wide array of engagements-both structured and unstructured-which may or may not align with students' academic disciplines. Nevertheless, the overarching goal remains to cultivate essential relational and social skills that can enhance employability in the future. Research consistently underscores the positive influence of extracurricular involvement on student achievements. Studies show that participation correlates with enhanced critical thinking skills, improved academic performance, and increased concentration (Morina et al., 2006 [9]; Fredricks, 2011[3]. Furthermore, engagement in these activities fosters better peer relationships and social networking opportunities, thereby enriching students' overall educational experiences (Metsapelto & Pulkkinen, 2012) [7].

Employability and skills development are also recognized as critical benefits derived from participation in extracurricular activities. Stevenson and Clegg (2011) [11 - 12] and Clark et al. (2015) emphasized that extracurricular engagements serve not only to enhance social competencies but also to prepare students for future career success. Though extracurricular activities have faced scepticism, contemporary research validates their importance in developing critical skills and positively influencing academic outcomes. The continuous exploration of the dynamic relationship between these activities and student success remains vital in

understanding the comprehensive role of education in shaping well-rounded individuals. (Ribeiro, N., et al., 2024) study found that extracurricular activities positively influence students' academic performance and employability [10]. The authors further recommended that future research should adopt a more nuanced approach in assessing the effectiveness of different types of extracurricular activities (ECAs). This approach should take into account not only the nature of the activities but also the contextual factors that support individual growth and academic achievement.

**Extracurricular activities in various B-schools.** Many B-schools recognize the pivotal role of extracurricular activities (ECA) in the holistic development of management students in India. Institutions are increasingly focused on providing experiential learning through various activities, such as case study competitions, business plan presentations, leadership programs, and sports. These activities not only enhance essential soft skills like teamwork, communication, and leadership—crucial for managerial roles—but also strengthen organizational abilities and enable the practical application of theoretical knowledge. Participation in ECAs helps students bridge the gap between classroom learning and real-world practice, positively impacting academic outcomes.

In terms of career readiness, students active in ECAs tend to develop well-rounded profiles that attract employers by showcasing professionalism, ethical awareness, and diverse competencies. Beyond career skills, ECAs foster personal growth by building confidence, resilience, and effective stress management, which benefits students both academically and emotionally. However, a careful balance between ECAs and academic responsibilities is essential, as excessive involvement may strain time management and potentially impact academic performance. Nevertheless, ECAs are invaluable in shaping well-prepared, adaptable management graduates equipped to thrive in dynamic corporate landscapes.

At IIM Ahmedabad, student-run clubs in areas like consulting, finance, marketing, and entrepreneurship offer hands-on experience through guest lectures,

competitions, and workshops. SPJIMR's Abhyudaya program pairs students with underprivileged children, fostering social responsibility and enhancing interpersonal skills. XLRI Jamshedpur hosts industry-academia events such as «Ensemble» and «Idea Summit», where students engage with top professionals through panel discussions and case competitions, gaining real-world insights. NMIMS Mumbai's «Industry Immersion Program» allows students to work on live company projects, applying classroom learning practically while building industry connections. IIM Bangalore's «Vista» fest offers international exposure with case study competitions, simulations, and strategic games to enhance analytical and decision-making skills. ISB Hyderabad organizes «Advaita», a nationwide business competition promoting collaborative problem-solving and analytical thinking through case studies and simulations. TISS emphasizes social leadership via experiential programs like the «Social Innovation Relay», where students tackle social entrepreneurship projects. IIM Calcutta provides a comprehensive personal development program with a focus on leadership, mindfulness, and emotional intelligence through group discussions, T-group sessions, and peer feedback. SIBM Pune's annual «Transcend» cultural and sports fest encourages team-building and networking through various competitive and recreational events. FMS Delhi's «Fiesta» includes debates, sports, and performances, fostering community and supporting student well-being. Great Lakes Institute of Management in Chennai promotes community impact with its «Karma Yoga» initiative, engaging students in rural development projects to build empathy and social responsibility. Students at IIM Kozhikode participate in «Social Development Projects» with NGOs, gaining firsthand experience with societal issues and sustainable development efforts.

**Conclusions.** Across the globe, management education employs various methods to enhance students' learning outcomes. Unlike traditional higher education degrees, management education is dynamic and continuously evolves in response to economic shifts and industry demands. Students are expected to adapt and perform according to the needs of the industry, which necessitates a curriculum that integrates practical

skills with theoretical knowledge. To stay relevant, management programs should incorporate extracurricular activities to enhance the learning experience.

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