

# MIDDLE MANAGEMENT SALARY SURVEY 2003

DESIGNATION	CASH COMPONENTS <sup>#</sup> (A)	CONTINGENCIES <sup>†</sup> (B)	VARIABLE PAY <sup>‡</sup> (C)	VALUED PERQUISITES <sup>~</sup> (D)	TOTAL OF (A + B + C + D) PER MONTH	TOTAL OF (A + B + C + D) PER ANNUM
<b>BANKING</b>						
Middle Management I	55200	10952	6100	27500	99752	1197024
Middle Management II	49200	9043	4900	23900	87043	1044516
MM I	89500	3366	16667	24033	133566	1602792
MM II	45150	1626	8333	7250	62359	748308
MM I	18856	6218	2326	11333	38733	464796
MM II	15244	5225	1882	8916	31267	375204
MM I	69500	18065	3750	39407	130722	1568664
MM II	40500	16633	2083	18933	78149	937788
MM I	79150	18908	56400	22583	177041	2124492
MM II	41329	10316	28500	15083	95228	1142736
<b>CHEMICALS</b>						
MM I	32143	4663	5000	14583	56389	676668
MM II	24870	3805	3333	10000	42008	504096
MM I	46883	8536	8333	23367	87119	1045428
MM II	34189	6544	6250	7050	54033	648396
MM I	34000	7135	6250	8408	55793	669516
MM II	No Equivalent Grade					
MM I	49108	9824	5600	26583	91115	1093380
MM II	33375	7907	4500	14500	60282	723384
MM I	42638	15214	0	44532	102384	1228608
MM II	34188	11039	0	18292	63519	762228
MM I	28260	4940	2320	12100	47620	571440
MM II	23500	4351	1950	8650	38451	461412
<b>CONSTRUCTION AND PROJECT</b>						
MM I	34700	5322	2190	8870	51082	612984
MM II	26725	4256	1520	6760	39261	471132
MM I	33660	6392	0	27648	67700	812400
MM II	27905	5050	0	10723	43678	524136
MM I	33465	6611	7292	31561	78929	947148
MM II	26238	5976	4500	22616	59330	711960
MM I	40706	9667	500	12040	62913	754956
MM II	36956	9558	500	9524	56538	678456
MM I	44675	3313	500	8805	57293	687516
MM II	32975	2936	500	7005	43416	520992
MM I	49263	4376	10833	0	64472	773664
MM II	34667	3503	7500	0	45670	548040
MM I	50652	5224	0	26158	82034	984408
MM II	39209	4502	0	9930	53641	643692
MM I	54024	7295	41874	30834	134027	1608324
MM II	37672	5366	30624	12250	85912	1030944
MM I	47147	14255	9273	31979	102654	1231848
MM II	34876	10250	4272	21131	70529	846348
MM I	38391	8472	10000	12030	68893	826716
MM II	28852	6660	8333	4630	48475	581700

All figures in rupees

**MM I** comprises of people responsible for operational decision in a department within a function, e.g., manufacturing in operations, talent management in HR, regional sales head in sales. This involves having expertise in the respective areas and reporting to the functional head.

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**~Valued Perquisites:** Car + EMI + Housing + Club Membership + Credit Cards + Telephone + Cellphone + Hard Furnishing

A hundred companies responded on the condition of anonymity to our survey. These figures don't exactly a happy picture paint.

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Middle Management I	46833	6633	18750	22500	94716	1136592
Middle Management II	40189	5589	14583	20500	80861	970332
MM I	58158	13879	13500	31450	116987	1403844
MM II	41317	11152	10817	13230	76516	918192
MM I	53750	13846	8625	24682	100903	1210836
MM II	33150	8308	5175	16127	62760	753120
<b>ENGINEERING</b>						
MM I	55884	12648	4500	27783	100815	1209780
MM II	40163	8639	3850	22937	75589	907068
MM I	26343	7284	7125	35000	75752	909024
MM II	20163	5676	3900	21173	50912	610944
MM I	32000	10953	500	35197	78650	943800
MM II	29650	10251	500	24687	65088	781056
MM I	49663	13433	7855	26200	97151	1165812
MM II	37555	10975	5575	14717	68822	825864
MM I	47638	8180	7500	23917	87235	1046820
MM II	35840	7353	5000	20417	68610	823320
<b>FMCG</b>						
MM I	85700	16800	25000	21850	149350	1792200
MM II	64200	12766	18750	16750	112466	1349592
MM I	74750	12797	12500	25780	125827	1509924
MM II	60733	11461	5833	23010	101037	1212444
MM I	67087	20617	6167	28250	122121	1465452
MM II	45800	13978	4080	19250	83108	997296
MM I	82597	21349	26590	17783	148319	1779828
MM II	69925	16629	20713	17283	124550	1494600
MM I	76968	16637	19250	39992	152847	1834164
MM II	61728	12597	13000	31659	118984	1427808
MM I	91823	19393	8973	33850	154039	1848468
MM II	66376	14490	5205	24600	110671	1328052
<b>AUTO (CARS &amp; TRUCKS)</b>						
MM I	27641	6821	0	9952	44414	532968
MM II	19194	5233	0	8204	32631	391572
MM I	70090	15138	7139	13424	105791	1269492
MM II	47076	9090	4286	12915	73367	880404
MM I	49310	7424	0	26748	83482	1001784
MM II	31509	6231	0	19633	57373	688476
MM I	46082	9829	3500	21332	80743	968916
MM II	41235	8908	3083	19595	72821	873852
MM I	38071	7078	25000	30005	100154	1201848
MM II	28016	5280	18750	19655	71701	860412
MM I	42978	5839	0	15000	63817	765804
MM II	29482	4293	0	9000	42775	513300
MM I	63388	14492	8794	34713	121387	1456644
MM II	48064	12488	7709	26725	94986	1139832
MM I	34646	7232	1700	12625	56203	674436
MM II	32553	6920	1500	11492	54473	653676

All figures in rupees

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<b>HOTEL INDUSTRY</b>						
Middle Management I	15916	2891	0	6500	25307	303684
Middle Management II	12284	2389	0	5500	20173	242076
MM I	21909	3334	14979	33289	41264	495168
MM II	11421	1714	3600	22409	17568	210816
MM I	70500	17496	10500	59795	158291	1899492
MM II	58000	13174	7800	41882	120856	1450272
MM I	49410	8083	0	28787	86280	1035360
MM II	43483	6879	0	26100	76462	917544
MM I	37260	6236	5000	12400	60896	730752
MM II	31400	5531	4500	11000	52431	629172
<b>CONSULTING</b>						
MM I	56250	9203	0	15000	80453	965436
MM II	37417	5894	0	8760	52071	624852
MM I	32000	10157	18667	18033	78857	946284
MM II	24100	7962	14067	16583	62712	752544
MM I	97000	16306	0	0	113306	1359672
MM II	72000	12103	0	0	84103	1009236
MM I	72340	8366	21667	0	102373	1228476
MM II	56627	7062	16667	0	80356	964272
MM I	97200	6724	8000	2083	114007	1368084
MM II	78000	6052	7200	0	91252	1095024
<b>IT</b>						
MM I	80708	6713	15500	9450	112371	1348452
MM II	42158	4313	9200	8367	64038	768456
MM I	98540	5057	8428	9450	121475	1457700
MM II	80110	4309	7182	0	91601	1099212
MM I	67188	4006	26309	8367	105870	1270440
MM II	61666	3845	21215	6867	93593	1123116
MM I	68983	7794	5053	8367	90197	1082364
MM II	63021	7229	4977	6867	82094	985128
MM I	24500	4040	4500	15400	48440	581280
MM II	15400	2900	3500	11400	33200	398400
MM I	77750	8815	12500	24000	123065	1476780
MM II	57000	6629	8333	17500	89462	1073544
MM I	82850	15405	20025	583	118863	1426356
MM II	72250	12889	17280	0	102419	1229028
<b>IT-ENABLED</b>						
MM I	34350	9203	20833	24165	88551	1062612
MM II	23750	6976	16667	18083	65476	785712
MM I	24000	1513	5000	0	30513	366156
MM II	16100	941	5000	0	22041	264492
MM I	96425	25862	16667	25166	164120	1969440
MM II	42650	11579	8333	8250	70812	849744

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Middle Management I	57750	11967	29167	36083	134967	1619604
Middle Management II	30975	6877	10417	11900	60169	722028
MM I	41242	6377	10417	13783	71819	861828
MM II	32958	5402	8333	10463	57156	685872
MM I	28142	3351	1200	16450	49143	589716
MM II	14200	1973	600	4200	20973	251676
MM I	39900	9164	16667	8333	95146	1141752
MM II	34500	8139	2925	5250	55397	664764
MM I	22705	3192	5833	9752	41482	497784
MM II	12878	2210	3333	5748	24169	290028
<b>MEDIA</b>						
MM I	71417	8394	0	32833	112644	1351728
MM II	38925	5032	0	19617	63574	762888
MM I	49099	11894	0	30572	91565	1098780
MM II	37014	9751	0	22727	69492	833904
MM I	72375	7134	62500	20250	162259	1947108
MM II	51500	5453	41667	15367	113987	1367844
MM I	59208	7722	500	16191	83621	1003452
MM II	47252	6377	500	12783	66912	802944
<b>PETROLCHEMICALS</b>						
MM I	61462	11652	0	10643	83757	1005084
MM II	42173	9043	0	8183	59399	712788
MM I	48500	12666	24200	21950	107316	1287792
MM II	33500	10209	18600	8200	70509	846108
MM I	34671	5853	4417	11155	56096	673152
MM II	25929	4209	2609	10405	43152	517824
MM I	63094	12956	13000	22167	111217	1334604
MM II	42774	9569	6000	14367	72710	872520
MM I	43140	3385	12057	10250	68832	825984
MM II	35034	2507	9425	10250	57216	686592
<b>PHARMACEUTICALS</b>						
MM I	48460	9648	5000	17579	80687	968244
MM II	34272	6635	4167	10551	55625	667500
MM I	38209	7282	5000	15550	66041	792492
MM II	17933	5137	2500	9850	35420	425040
MM I	29580	5933	1000	8510	45023	540276
MM II	16960	3377	750	4770	25857	310284
MM I	72650	13545	25000	24833	136028	1632336
MM II	58266	11063	20833	20500	110662	1327944
MM I	53117	8499	0	27933	89549	1074588
MM II	38399	6462	0	20990	65851	790212
MM I	31927	8973	3911	45877	109794	1317528
MM II	27458	5237	2608	27017	66812	801744
<b>STEEL INDUSTRY</b>						
MM I	23850	4669	2225	7490	38234	458808
MM II	22225	4033	1725	6190	34173	410076

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Middle Management I	37835	9240	4245	8405	59725	716700
Middle Management II	26084	5951	3558	4947	40540	486480
MM I	47550	11588	6500	29082	94720	1136640
MM II	24550	7135	3700	10500	45885	550620
MM I	32648	5531	11900	14067	64146	769752
MM II	24527	3370	6680	5640	40217	482604
MM I	50701	14452	6750	38822	110725	1328700
MM II	40333	12284	5500	27327	85444	1025328
<b>TELECOM</b>						
MM I	64551	13144	0	10775	88470	1061640
MM II	40882	8733	0	8208	57823	693876
MM I	45825	13849	8625	18183	86482	1037784
MM II	40408	11842	7375	15683	75308	903696
MM I	44584	10240	0	25950	80774	969288
MM II	32854	7552	0	18250	58656	703872
MM I	34978	8613	3200	8884	55675	668100
MM II	31488	7755	2700	8074	50017	600204
MM I	43480	5480	1733	7000	57693	692316
MM II	32618	3914	1296	5000	42828	513936
MM I	34910	12147	500	10164	57721	692652
MM II	33844	11693	500	9557	55594	667128
<b>TWO WHEELER</b>						
MM I	31825	7167	15500	21478	75970	911640
MM II	26725	5640	10917	8287	51569	618828
MM I	38684	10011	500	27107	76302	915624
MM II	32375	7999	500	22602	63476	761712
MM I	39712	5820	0	19757	65289	783468
MM II	30751	5174	0	10096	46021	552252
MM I	39092	8531	1667	22033	71323	855876
MM II	29408	7371	1667	11376	49822	597864
MM I	40965	7898	3333	13650	65846	790152
MM II	32827	6849	2500	4583	46759	561108
MM I	30113	7909	500	35800	74322	891864
MM II	16413	4311	500	29800	51024	612288

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## THE METHODOLOGY

THIS IS THE THIRD OF BT'S ANNUAL SALARY SWEEPS FOR 2003 AND COVERS MIDDLE MANAGEMENT. THE FIRST WAS A SURVEY OF CEO compensation, while the second covered senior management salaries. The data on middle managers' salaries and the analysis of inherent trends was carried out by Delhi-based Omam Consultants. Omam compiled middle manager salaries at two levels—middle management I (comprising all those heading a department) and middle management II (comprising those either heading a section within a department or their second-in-command)—across 100 companies in 17 sectors. Since salary data is confidential, the names of the companies have not been revealed. The exercise was co-ordinated by BT's Moinak Mitra. The Omam team that collated and analysed the data includes Executive Director Rajeeva Kumar, General Manager Anil Koul, and Assistant Managers Ashutosh Kumar and Aman Kumar.