

UPA-II: BEGINNING OF THE END

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OUTLOOK

Special Issue

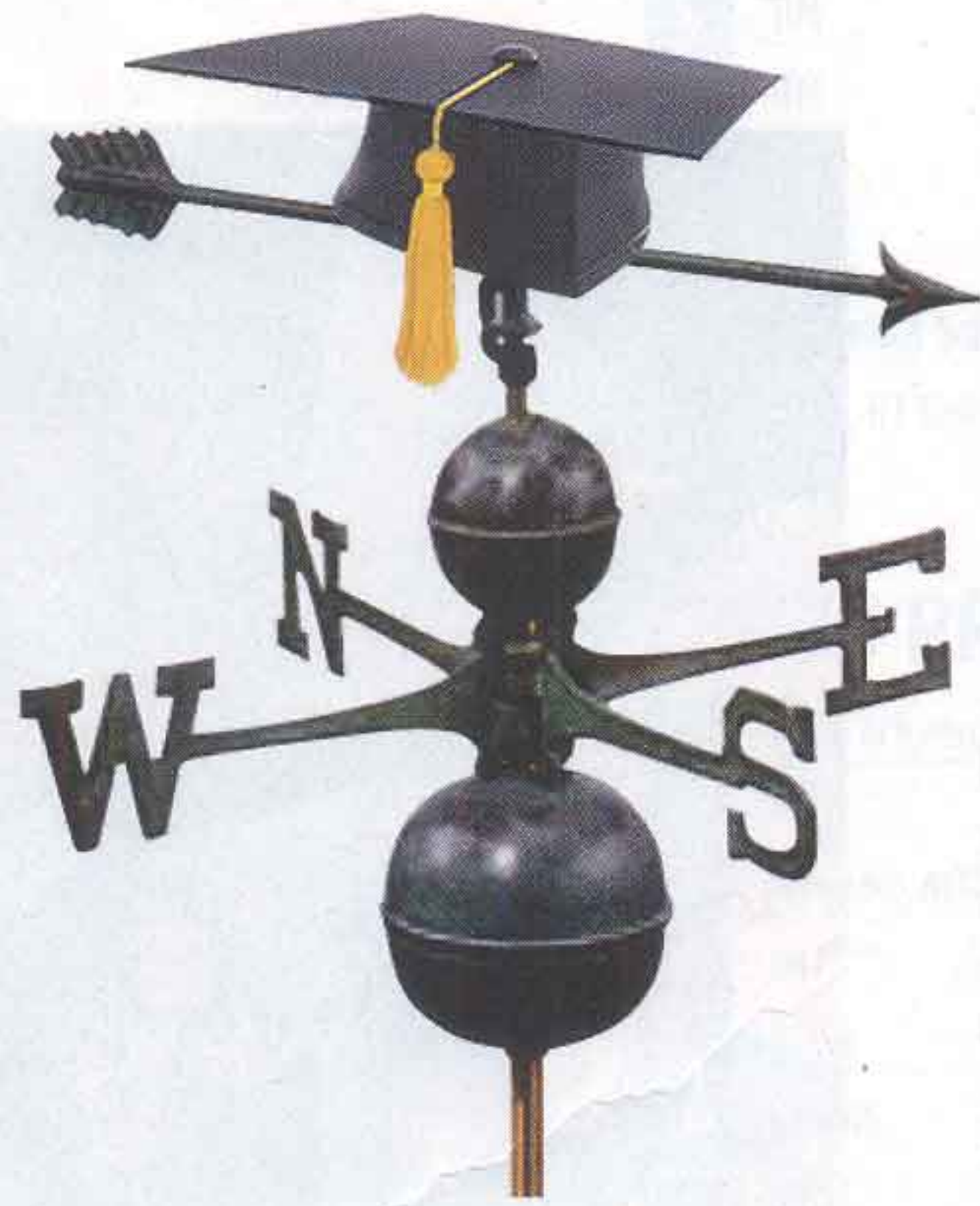
OUTLOOK-MDRA RANKING

INDIA'S BEST BUSINESS SCHOOLS

*What B-schoolers
can learn from...*

*Bohras
Bunts
Chettiars
Khatris
Marwaris
Parsis
Patels
Reddys
Syrian Christians*

75 Best B-Schools



TOP 5 IN THE NORTH

	Name of Institute	City
1	FMS	Delhi
2	IIFT	Delhi
3	IMT	Ghaziabad
4	IMI	Delhi
5	DMS, IIT	Delhi

TOP 5 IN THE EAST

	Name of Institute	City
1	IIM-C	Calcutta
2	XLRI	Jamshedpur
3	XIMB	Bhubaneswar
4	IISWBM	Calcutta
5	ISM-U	Dhanbad

TOP 5 IN THE WEST

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Indore
3	S.P. Jain Inst	Mumbai
4	NITIE	Mumbai
5	NMIMS	Mumbai

TOP 5 IN THE SOUTH

	Name of Institute	City
1	IIM	Bangalore
2	IIM	Kozhikode
3	TAPMI	Manipal
4	DMS, IIT Madras	Chennai
5	Bharathidasan	Tiruchirapalli



38
A Barren Rift



46
The Age Of The Trader



52
The Punjabi Khatri



58
The Chettiars



72
The Syrian Christians



100
Remedying Outsourcing

For That Boy In The

It's times like these that separate the men from the boys, that goes for B-S

by Arindam Mukherjee

THE season of scams is taking its toll. If 2011 was all about 2G, this year it's Coalgate. A general downturn in the US and Euro

markets as well as the UPA government's "policy paralysis" has created a cloud over the general business environment and corporate sector. Falling GDP growth rates have prompted many to negate the India story. But it's also a fact that India is one of the few markets globally actually generating decent growth. Most MBA students *Outlook* met shared an undaunted optimism over India's future.

Obviously, the aura around business studies has diminished a bit (many seats in B-schools went abegging). The numerous reports pointing to over a hundred B-schools closing down didn't help matters. Finally though, quality shines. In this scenario, the *Outlook-MDRA* ranking of India's Best Business Schools assumes special significance for those in the decisive phase of choosing the right B-school. The rankings reveal no change among the Top 5, but many schools saw a noticeable improvement in position. There are 13 new entrants in the master list. We also have a preliminary ranking of the fast-growing 1-year MBAs (see page 30), which we will broaden next year.

Outlook also looked at various traditional business communities to figure out what makes them tick. The result is a fascinating peek into a part of India's traditional business classes—topics they don't teach you at B-schools. Do read the ongoing debate of the relevance of B-school curriculums, and just which Indian firms are creating jobs in the US. As always, choose wisely.



e Suit

Schools too. Read on for our toppers.

SANJAY RAWAT



HERE COMES THE SUN Students at the Indian Institute of Foreign Trade, Delhi, make the best of a sunny day

TOP 10 GOVERNMENT B-SCHOOLS

	Name of Institute	City	Total (1,000)
1	IIM	Ahmedabad	925.4
2	IIM	Bangalore	917.3
3	IIM	Calcutta	916.8
4	FMS	Delhi	891.3
5	IIM	Kozhikode	865.7
6	IIM	Indore	863.3
7	IIFT	Delhi	862.3
8	NITIE	Mumbai	850.4
9	SJ Mehta School, IIT Bombay	Mumbai	805.5
10	DMS, IIT Delhi	Delhi	771.2

TOP 10 PRIVATE B-SCHOOLS

	Name of Institute	City	Total (1,000)
1	XLRI	Jamshedpur	899.5
2	S.P. Jain Inst of Mgmt	Mumbai	862.7
3	IMT	Ghaziabad	847.4
4	XIMB	Bhubaneswar	845.4
5	NMIMS	Mumbai	842.6
6	IMI	Delhi	827.2
7	SCMHRD	Pune	806.3
8	K.J. Somaiya Inst of Mgmt	Mumbai	782.1
9	TAPMI	Manipal	775.6
10	Goa Inst of Mgmt	Goa	768.4

TOP B-SCHOOLS IN METROS

Delhi NCR

	Name of Institute
1	FMS
2	IIFT
3	IMT

Mumbai

	Name of Institute
1	S.P. Jain Inst
2	NITIE
3	NMIMS

Pune

	Name of Institute
1	SCMHRD
2	BIMM
3	IMED

Chennai

	Name of Institute
1	DMS IIT Madras
2	IFMR
3	DMS Anna University

Calcutta

	Name of Institute
1	IIM
2	IISWBM

Bangalore

	Name of Institute
1	IIM
2	IFIM
3	XIME

Graphics by KULDEEP

Top 75 Management Schools

Rank	Change from 2011	Name of Institute	City	Selection Process (200)	Personality Development (180)	Academic Excellence (220)	Infrastructure & Facilities (120)	Placements (280)	Total Score (1,000)
1	↔	IIM	Ahmedabad	191.5	164.9	200.4	107.2	261.4	925.4
2	↔	IIM	Bangalore	191.3	158.2	199.3	108.7	259.8	917.3
3	↔	IIM	Calcutta	188.8	162.2	197.1	108.2	260.5	916.8
4	↔	XLRI	Jamshedpur	185.0	167.3	183.9	104.5	258.8	899.5
5	↔	FMS	Delhi	179.9	158.6	187.0	99.4	266.4	891.3
6	↑1	IIM	Kozhikode	178.8	150.3	185.5	101.6	249.5	865.7
7	↑1	IIM	Indore	176.2	151.5	180.7	102.3	252.6	863.3
8	↑2	S.P. Jain Institute	Mumbai	161.7	163.6	195.2	99.1	243.1	862.7
9	↔	IIFT	Delhi	169.9	155.9	190.5	100.7	245.3	862.3
10	↑1	NITIE	Mumbai	172.2	155.7	175.3	102.8	244.4	850.4
11	↑1	IMT	Ghaziabad	177.3	160.0	179.1	93.4	237.6	847.4
12	↑1	XIMB	Bhubaneswar	159.2	160.3	193.2	102.4	230.3	845.4
13	↑1	NMIMS	Mumbai	160.8	164.6	196.5	99.8	220.9	842.6
14	↑2	IMI	Delhi	165.2	163.7	190.1	95.0	213.2	827.2
15	↑2	SCMHRD	Pune	174.0	138.7	171.3	97.0	225.3	806.3
16	↑2	S.J. Mehta School, IIT Bombay	Mumbai	159.7	147.4	175.5	101.9	221.0	805.5
17	↑4	K.J. Somaiya Inst of Mgmt	Mumbai	149.0	143.4	181.1	93.4	215.2	782.1
18	↑2	TAPMI	Manipal	156.3	150.7	174.5	95.4	198.7	775.6
19	↑3	DMS, IIT Delhi	Delhi	153.6	139.2	163.5	98.3	216.6	771.2
20	◆	DMS, IIT Madras	Chennai	151.4	139.5	166.6	92.8	219.8	770.1
21	↑2	Goa Institute of Mgmt	Goa	158.2	149.2	168.9	88.9	203.2	768.4
22	◆	IRMA	Anand	146.2	142.8	161.8	95.8	207.1	753.7
23	↑3	Bharathidasan Inst of Mgmt	Tiruchirapalli	162.0	127.0	156.7	87.7	216.1	749.5
24	↑4	MANAGE	Hyderabad	123.9	129.4	167.2	96.6	212.0	729.1
25	↑4	Sydenham Inst of Mgmt	Mumbai	151.1	122.0	148.0	77.1	230.1	728.3
26	↑5	Welingkar Inst of Mgmt	Mumbai	131.4	145.7	166.9	80.7	197.3	722.0
27	◆	IISWBM	Calcutta	134.2	133.0	142.7	79.5	179.7	669.1
28	↑4	Balaji Inst of Modern Mgmt	Pune	142.6	109.4	133.8	80.4	188.0	654.2
29	↑4	NIAM	Jaipur	132.1	110.1	149.2	76.4	182.2	650.0
30	↑5	Inst of Mgmt, Nirma Univ	Ahmedabad	132.6	113.3	152.5	73.3	175.8	647.5
31	↑5	MIB-MHROD, Delhi School of Eco	Delhi	134.8	100.9	132.9	78.8	196.0	643.4
32	↑2	LBSIM	Delhi	139.4	108.1	127.8	76.7	191.3	643.3
33	↑4	Fore School of Mgmt	Delhi	133.7	125.1	133.4	62.0	187.7	641.9
34	↑4	DMS, NIT Trichy	Tiruchirapalli	135.9	96.4	130.0	80.3	183.2	625.8
35	↑5	IPE	Hyderabad	123.7	118.8	155.6	61.8	165.6	625.5
36	↑5	DMS, ISM Univ	Dhanbad	136.9	105.3	129.7	88.0	165.4	625.3
37	↑5	FMS - BHU	Varanasi	129.6	105.2	141.6	75.4	164.5	616.3
38	↑5	IFIM Business School	Bangalore	112.7	125.2	143.9	83.1	144.4	609.3
39	↔	IFMR	Chennai	114.7	123.2	149.3	69.1	150.3	606.6
40	◆	Indian Institute of Finance	Delhi	103.4	99.8	156.0	63.3	182.9	605.4



Stairway to heaven
Students at IIM Ahmedabad, still top of the league

235 is the average batch strength at the top 25 B-schools.
The average student work experience is 1 year 7 months.

Rank	Change from 2011	Name of Institute	City	Selection Process (200)	Personality Development (180)	Academic Excellence (220)	Infrastructure & Facilities (120)	Placements (280)	Total Score (1,000)
41	↑3	Amity Business School	Noida	102.8	110.6	127.1	83.7	178.5	602.7
42	↑3	School of Mgmt Studies, MNNIT	Allahabad	133.8	112.7	130.7	85.0	138.9	601.1
43	↑4	IMED	Pune	129.3	115.3	134.2	79.1	142.7	600.6
44	↑5	Gitam Inst of Mgmt	Visakhapatnam	115.0	117.4	135.8	75.2	150.2	593.6
45	↑1	ITM	Navi Mumbai	91.6	110.0	141.8	69.6	178.7	591.7
46	↑4	XIME	Bangalore	104.2	119.8	136.1	78.7	148.9	587.7
47	↑4	SCMS	Kochi	113.6	114.9	136.6	72.2	150.0	587.3
48	↑4	Prestige Inst of Mgmt	Indore	106.0	120.1	124.6	71.4	161.3	583.4
49	↑4	PSG Inst of Mgmt	Coimbatore	97.2	108.5	129.3	82.6	158.8	576.4
50	↑4	Jaipuria Inst of Mgmt	Lucknow	109.0	115.6	117.3	68.0	164.9	574.8
51	◆	XISS	Ranchi	117.5	115.3	116.8	69.3	152.0	570.9
52	↑3	School of Mgmt, KIIT Univ	Bhubaneswar	92.7	107.8	130.1	80.3	159.2	570.1
53	↑4	DMS, Anna Univ	Chennai	106.0	107.9	130.0	67.7	157.9	569.5
54	↑2	SIES College of Mgmt	Navi Mumbai	109.7	111.5	133.0	63.4	147.0	564.6
55	◆	Regional College of Mgmt	Bhubaneswar	109.7	112.0	127.1	72.9	136.9	558.6
56	◆	SDM - IMD	Mysore	119.5	104.8	127.1	64.1	135.8	551.3
57	↑4	AIMS	Bangalore	86.9	106.8	132.1	70.3	148.5	544.6
58	↑4	VAMNICOM	Pune	92.8	90.1	132.9	64.2	161.4	541.4
59	◆	M.S. Patel Inst of Mgmt	Baroda	120.5	84.4	124.1	78.8	133.5	541.3
60	↑3	Punjab Coll of Tech Education	Ludhiana	84.8	112.6	137.9	73.7	131.9	540.9
61	↑5	Rajagiri Centre For Biz Studies	Kochi	90.9	109.8	123.9	77.7	138.3	540.6
62	↑2	JIMS	Delhi	90.1	107.6	133.1	52.8	156.8	540.4
63	NR	M.S. Ramaiah Inst of Mgmt	Bangalore	96.0	95.5	115.1	60.7	172.6	539.9
64	↑1	DMS, Pondicherry Univ	Pondicherry	128.9	103.0	106.1	71.6	130.2	539.8
65	↑4	IHMR	Jaipur	88.0	96.1	142.4	73.2	137.5	537.2
66	↓6	Asia-Pacific Inst of Mgmt	Delhi	97.5	101.1	133.9	70.1	133.9	536.5
66	↑2	NIILM Centre For Mgmt	Greater Noida	84.5	108.2	127.3	65.3	151.2	536.5
68	↑2	Institute of Rural Mgmt	Jaipur	110.3	108.8	105.6	67.3	144.2	536.2
69	◆	Lala Lajpatrai Inst of Mgmt	Mumbai	114.5	103.9	121.6	60.9	134.9	535.8
70	NR	SRM School of Mgmt	Chennai	106.4	97.0	127.9	75.4	128.8	535.5
71	↑3	Apeejay School of Mgmt	Delhi	102.8	106.5	133.0	51.2	141.7	535.2
72	↔	Dept of MBA, PESIT	Bangalore	108.5	110.9	113.2	60.9	139.3	532.8
73	↑2	Gian Jyoti Inst of Mgmt	Chandigarh	90.4	105.9	122.4	61.5	152.1	532.3
74	NR	Lovely Professional University	Jalandhar	101.8	96.9	128.1	78.9	126.3	532.0
75	NR	Indus Business Academy	Bangalore	95.7	106.3	124.8	64.8	139.7	531.3

↑ Moved Up ↓ Moved Down ↔ No Change ◆ New Entry NR: Not Ranked
 ■ Government ■ Private

1. Ranking is based on objective data and perceptual survey with equal weightages. All scores have been rounded off to one decimal place, this may result in rounding off errors while adding the parameter-wise score.
2. Only B-schools who sent objective data have been ranked. Institutes like IIM-L, MDI, JBIMS, VGSOM and MICA did not submit their objective data on time or refused to participate. They have not been ranked.
3. 44 deemed universities that are to be derecognised by the government of India were not considered for the ranking.

TOP 15 COMPANIES VISITING TOP 25 B-SCHOOLS

	Name of companies
1	Deloitte
2	J.P. Morgan
3	Goldman Sachs
4	Wipro Ltd
5	Accenture
6	Olam International
7	McKinsey
8	ICICI Bank
9	Asian Paints
10	BCG
11	Godrej & Boyce
12	Microsoft
13	Cognizant
14	Nomura
15	ITC Ltd

Based on the number of times the company appears in the Top 10 company list provided by the institutes. The company listed by maximum number of institutes is ranked at the top.

TOP 15 ON RETURN ON INVESTMENT

	Name of Institute	City	ROI factor
1	FMS	Delhi	77.96
2	M.S. Patel Inst of Mgmt Studies	Baroda	63.10
3	FMS, Banaras Hindu University	Varanasi	25.00
4	MIB-MHROD, Delhi School of Eco	Delhi	23.25
5	Sydenham Inst of Mgmt	Mumbai	7.33
6	DMS, Pondicherry University	Pondicherry	7.15
7	DMS, NIT	Tiruchirapalli	6.52
8	School of Mgmt Studies, MNNIT	Allahabad	6.14
9	NITIE	Mumbai	5.39
10	DMS, Anna University	Chennai	5.02
11	Prestige Inst of Mgmt	Indore	4.31
12	DMS, IIT Madras	Chennai	3.74
13	DMS, ISM-U	Dhanbad	3.52
14	Goa Inst of Mgmt	Goa	3.39
15	DMS, IIT Delhi	Delhi	3.37

ROI is calculated as average domestic salary/tuition fees for entire course.



TOP 15 B-SCHOOLS BY RECRUITERS' PERCEPTION

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Bangalore
3	IIM	Calcutta
4	IIM	Lucknow
5	MDI	Gurgaon
6	IIM	Indore
7	XLRI	Jamshedpur
8	IIM	Kozhikode
9	FMS	Delhi
10	S.P. Jain Inst of Mgmt	Mumbai
11	IIFT	Delhi
12	XIMB	Bhubaneswar
13	IMT	Ghaziabad
14	NITIE	Mumbai
15	Jamnalal Bajaj Inst	Mumbai

Ranking is based on perceptual data only.

TOP 15 B-SCHOOLS BY STUDENTS' PERCEPTION

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Bangalore
3	IIM	Calcutta
4	XLRI	Jamshedpur
5	FMS	Delhi
6	IIM	Lucknow
7	IIM	Indore
8	S.P. Jain Inst of Mgmt	Mumbai
9	IIFT	Delhi
10	XIMB	Bhubaneswar
11	IIM	Kozhikode
12	NMIMS	Mumbai
13	MDI	Gurgaon
14	IMT	Ghaziabad
15	Jamnalal Bajaj Inst	Mumbai

Ranking is based on perceptual data only.

AVERAGE DOMESTIC SALARY FOR TOP B-SCHOOLS

Rank 1 to Rank 25	11.29
Rank 26 to Rank 75	7.09

Figures for annual salary in ₹ lakh

AVERAGE COURSE FEE FOR TOP 25 B-SCHOOLS

Rank 1 to Rank 25	6.58
Rank 26 to Rank 75	5.16

Figures for course fee in ₹ lakh



40% of the top 25 B-schools have introduced new specialisation courses in the last three years, **92%** of them have their own journals and magazines.

TOP SECTORAL COLLEGES

	Name of Institute	City	Sector
1	NITIE	Mumbai	Industrial
2	IRMA	Anand	Rural Mgmt
3	MANAGE	Hyderabad	Agriculture
4	NIAM	Jaipur	Agriculture
5	VAMNICOM	Pune	Co-op Biz
6	IHMR	Jaipur	Health
7	IRM	Jaipur	Rural Mktg

Extracted from the main ranking tables on the basis of their ranking.

Beam us up IIM Calcutta students give us the sign



SANDIPAN CHATTERJEE

MOST ACCEPTED ENTRANCE EXAMS AMONG TOP 75

	Entrance Test	No. of Colleges	% of Colleges*
1	CAT	59	78.67
2	MAT	29	38.67
3	XAT	23	30.67
4	SNAP	1	1.33
5	Maharashtra CET	6	8.00
6	NMAT	1	1.33
7	GMAT	17	22.67
8	ATMA	9	12.00
9	Inst admission test	7	9.33
10	Others	16	21.33

*Since many institutes accept scores from more than one exam, total percentage will be more than 100%.

TOP 12 ONE-YEAR MBA PROGRAMMES

	Name of Institute	City
1	IIM	Ahmedabad
2	ISB	Hyderabad
3	IIM	Bangalore
4	XLRI	Jamshedpur
5	IIM	Calcutta
6	IIM	Lucknow
7	S.P. Jain Inst of Mgmt	Mumbai
8	IIM	Indore
9	Great Lakes Inst of Mgmt	Chennai
10	IMI	Delhi
11	IMT	Ghaziabad
12	MDI	Gurgaon

Ranking is based on perceptual data only. Perception of 307 recruiters and HR professionals have been considered for ranking One year MBA.

TOP 15 B-SCHOOLS BY FACULTY PERCEPTION

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Bangalore
3	IIM	Calcutta
4	XLRI	Jamshedpur
5	IIM	Lucknow
6	FMS	Delhi
7	IIM	Kozhikode
8	IIM	Indore
9	MDI	Gurgaon
10	IIFT	Delhi
11	S.P. Jain Inst of Mgmt	Mumbai
12	NMIMS	Mumbai
13	IMT	Ghaziabad
14	XIMB	Bhubaneswar
15	Jamnalal Bajaj Inst	Mumbai

Ranking is based on perceptual data only.

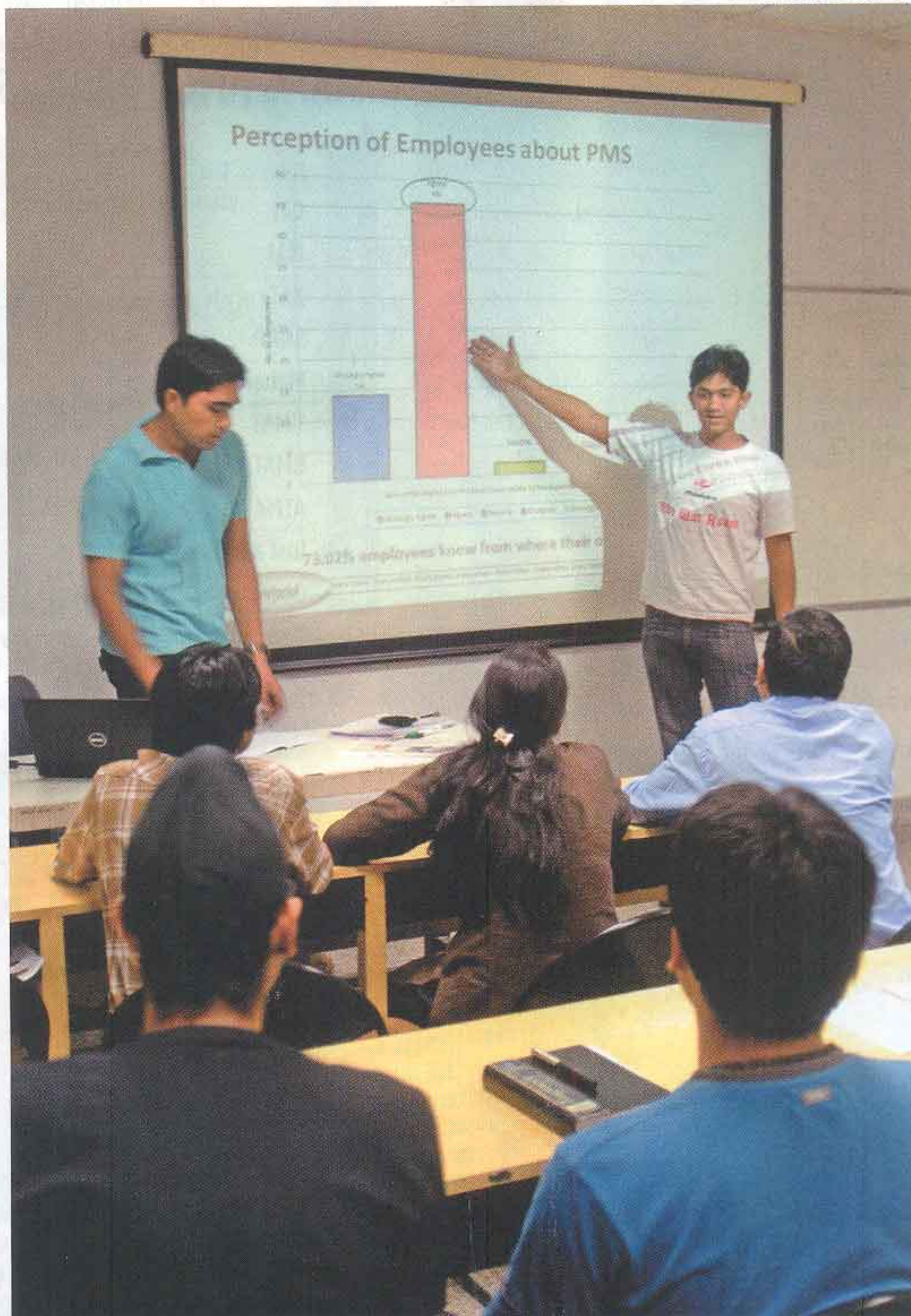
72% of the top 25 B-schools have foreign exchange programmes for their students. That said, only **12.26%** of the total faculty members participate in them.

JITENDER GUPTA

TOP 10 B-SCHOOLS WITH HIGHEST TUITION FEES (2-YEAR COURSES)

	Name of Institute	Total Course Fees ₹ lakh
1	IIM, Bangalore	12.0
2	IIM, Ahmedabad	11.1
3	Fore School of Mgmt, Delhi	11.0
4	IIM, Indore	10.8
5	IMI, Delhi	10.6
6	NMIMS, Mumbai	10.3
7	IIFT, Delhi	10.0
8	IFMR, Chennai	10.0
9	SCMHRD, Pune	9.8
10	XIM, Bhubaneswar	9.0

Based on the data provided by B-Schools.

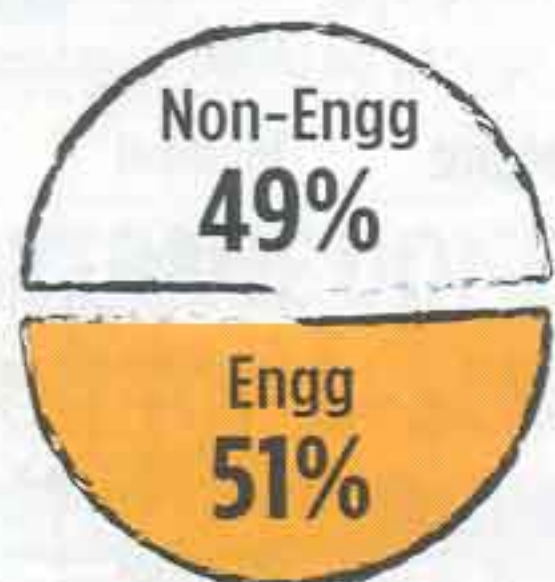


The graph says up Interactive time at IMT Ghaziabad

TOP 1-YEAR FULL-TIME EXECUTIVE MBA—ENTIRE COURSE FEE

	Name of Institute	Total Course Fees ₹ lakh
1	IIM, Ahmedabad	21.5
2	ISB, Hyderabad	20.0
3	IIM, Bangalore	23.4
4	XLRI, Jamshedpur	14.5
5	IIM, Calcutta	14.0
6	IIM, Lucknow	17.0
7	S.P. Jain Inst, Mumbai	12.8
8	IIM, Indore	18.0
9	Great Lakes Institute, Chennai	14.5
10	IMI, Delhi	11.3

RATIO OF ENGG TO NON-ENGG STUDENTS



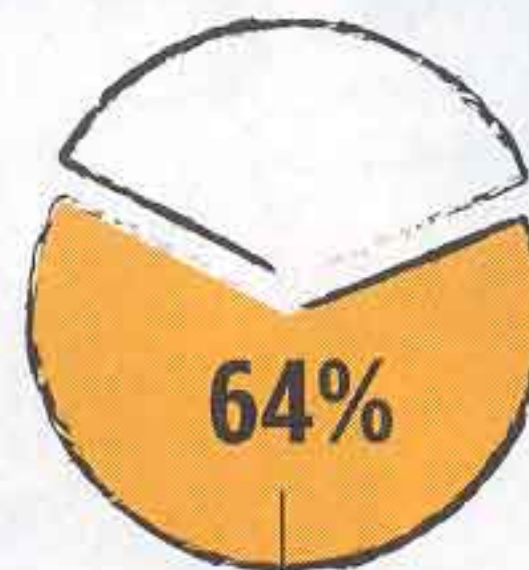
Top 75 B-Schools

RATIO OF PERMANENT TO VISITING FACULTY

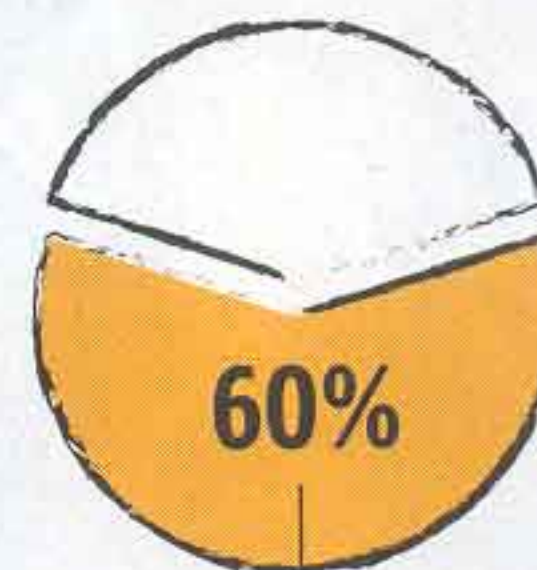


Top 25 B-Schools

SCHOLARSHIPS AT TOP 25 B-SCHOOLS

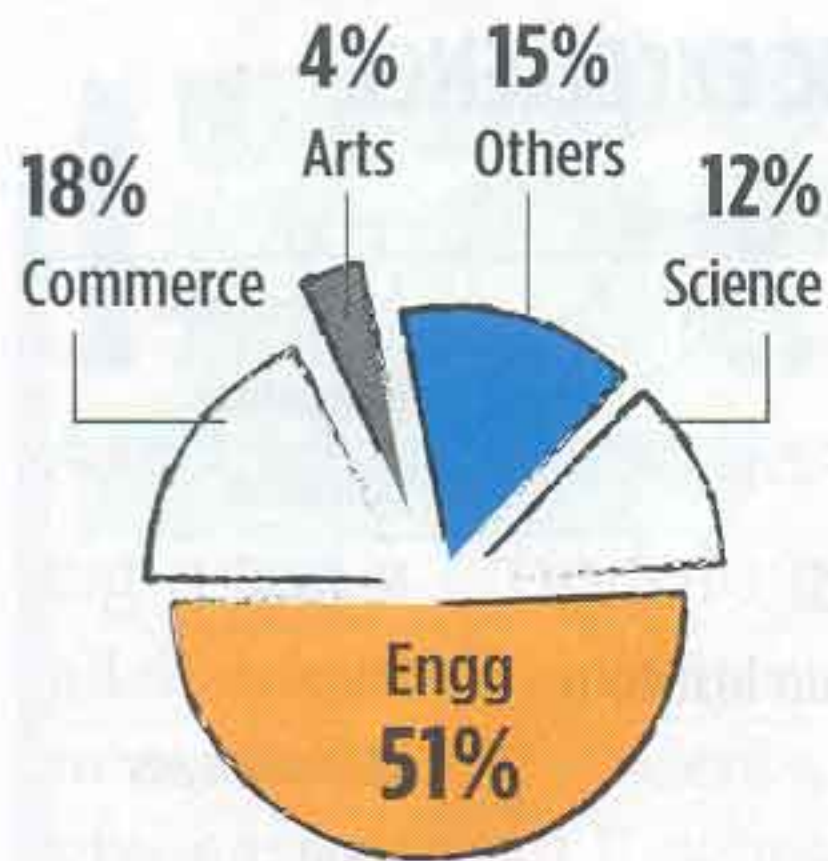


B-schools that have their own scholarships
Since some B-Schools offer both, the number will not add to 100.



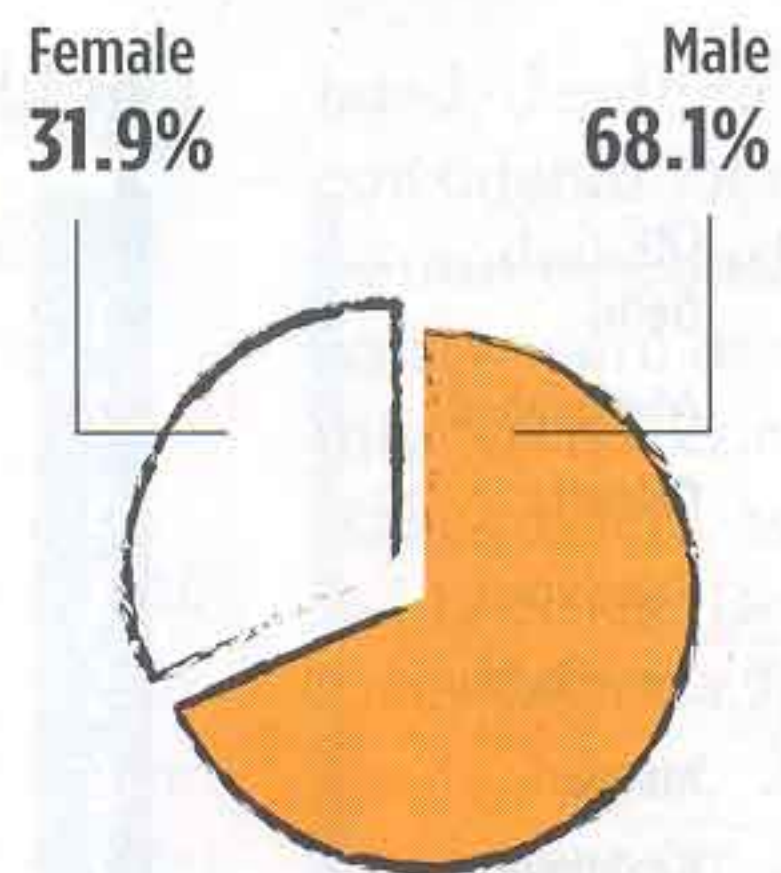
B-schools that provide scholarships from other sources

EDUCATIONAL BACKGROUND



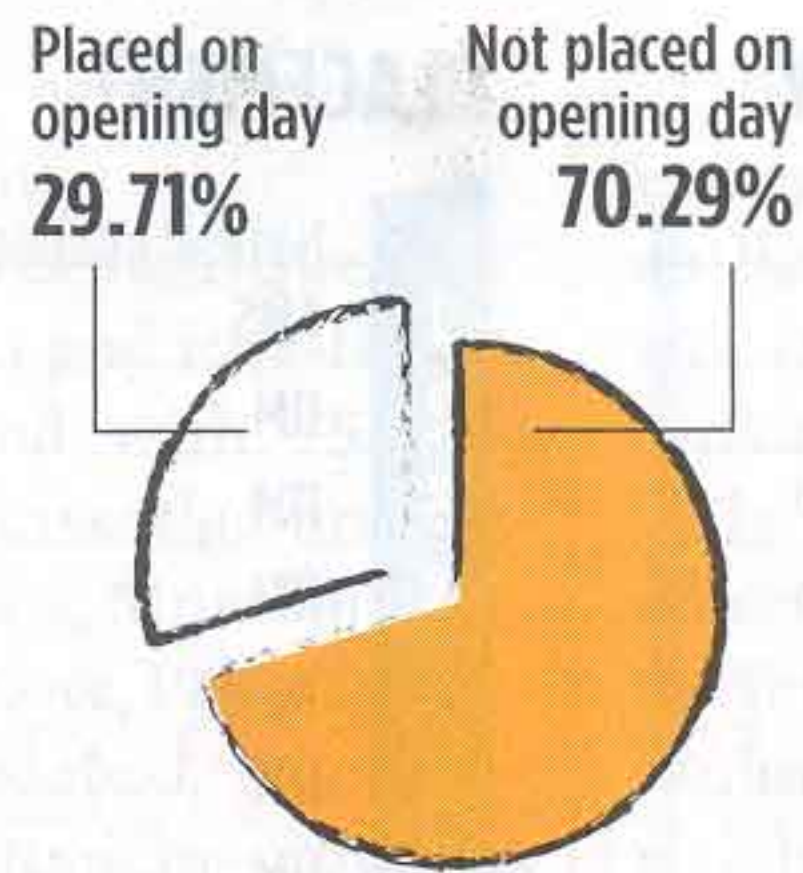
Figures are for Top 75 B-schools

MALE-FEMALE RATIO



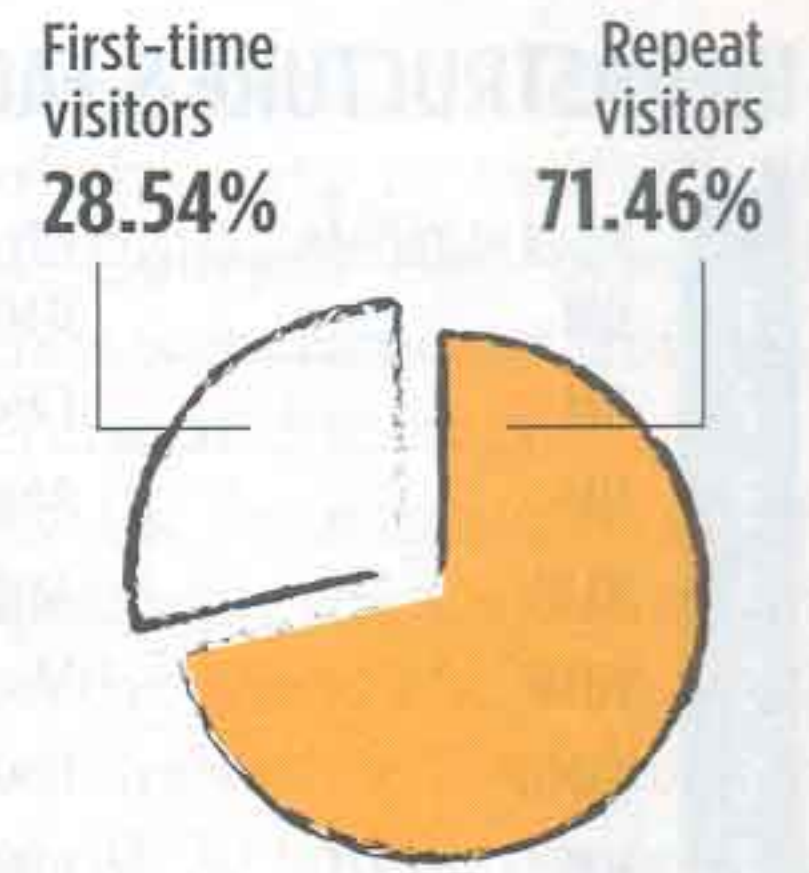
Figures are for Top 75 B-schools

STUDENTS PLACED ON OPENING DAY



Figures are for Top 25 B-schools

NEW FIRMS VISITING FOR PLACEMENTS



Figures are for Top 25 B-schools

SANJIV MUKHERJEE



3:1 is the student to faculty ratio at the top 25 B-schools, **26.6%** of the total permanent faculty at the same have over **10** years of industry experience.

Top 10 B-Schools for each parameter

INFRASTRUCTURE & FACILITY

	Name of Institute	City
1	IIM	Bangalore
2	IIM	Calcutta
3	IIM	Ahmedabad
4	XLRI	Jamshedpur
5	NITIE	Mumbai
6	XIMB	Bhubaneswar
7	IIM	Indore
8	SJM SOM, IIT Bombay	Mumbai
9	IIM	Kozhikode
10	IIFT	Delhi

PLACEMENT

	Name of Institute	City
1	FMS	Delhi
2	IIM	Ahmedabad
3	IIM	Calcutta
4	IIM	Bangalore
5	XLRI	Jamshedpur
6	IIM	Indore
7	IIM	Kozhikode
8	IIFT	Delhi
9	NITIE	Mumbai
10	S.P. Jain Institute	Mumbai

ACADEMIC EXCELLENCE

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Bangalore
3	IIM	Calcutta
4	NMIMS	Mumbai
5	S.P. Jain Institute	Mumbai
6	XIMB	Bhubaneswar
7	IIFT	Delhi
8	IMI	Delhi
9	FMS	Delhi
10	IIM	Kozhikode

SELECTION PROCESS AND AGE OF INSTITUTE

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Bangalore
3	IIM	Calcutta
4	XLRI	Jamshedpur
5	FMS	Delhi
6	IIM	Kozhikode
7	IMT	Ghaziabad
8	IIM	Indore
9	SCMHRD	Pune
10	NITIE	Mumbai

PERSONALITY DEVELOPMENT & INDUSTRY EXPOSURE

	Name of Institute	City
1	XLRI	Jamshedpur
2	IIM	Ahmedabad
3	NMIMS	Mumbai
4	IMI	Delhi
5	S.P. Jain Institute	Mumbai
6	IIM	Calcutta
7	XIMB	Bhubaneswar
8	IMT	Ghaziabad
9	FMS	Delhi
10	IIM	Bangalore

DINESH PARAB



The Laughing Club? Students of the SJM School of Management, Mumbai

*Proportion of female students has increased recently, although marginally— now **32%** among the top 75 B-schools. Figure drops down to **25%** for top 25 schools.*

Methodology for the 2012 **Outlook-MDRA** B-School Survey

In order to rank India's best B-schools, Marketing & Development Research

Associates (MDRA) designed a rigorous methodology involving all the stakeholders—B-schools, recruiters, faculty and students. First, a comprehensive list of B-schools who offer two-year full-time management courses and are recognised by a government body (AICTE/NAAC/AIU), are at least five years old and have at least three passed out batches. The list of parameters and sub-parameters was kept the same as last year's to have consistency and comparability. As many as 187 colleges from across India provided their objective data. Data from 10 colleges was received too late and was not included. IIM-L, MDI, JBIMS, VGSOM and MICA did not submit their data within the stipu-

lated deadline and hence were not considered for ranking.

Simultaneously, perceptual questionnaires were designed and face-to-face interviews conducted with 753 key stakeholders. MDRA investigators visited 12 cities (Delhi-NCR, Mumbai, Chennai, Calcutta, Bangalore, Pune, Hyderabad, Jaipur, Ahmedabad, Lucknow, Bhubaneswar and Ranchi—covering three key cities from each zone). The respondents comprised 194 final year MBA/PGDM students, 252 experienced faculty members and 307 seasoned professionals/recruiters—the unique point here being that their perception was based on their experience and not just on secondary information.

The second phase involved verification and audit of objective data provided by the B-schools. Initially, all information was carefully examined by checking through past data. Thereafter, 21

of the institutes were visited for physical audit of the data to verify their authenticity. Colleges that provided suspicious data were removed from the ranking exercise at that stage.

The marks in the five parameters of the objective phase were then added to get the total objective score. The perceptual ranking was arrived at by allotting weightage of 40, 30 and 30 per cent to the perceptions of recruiters/industry professionals, faculty members and final year students respectively. To arrive at the final composite score, total perceptual and objective scores were given equal weightage of 50 per cent each. This total score was used to assign the final rankings. The ranking of B-Schools offering 1-year Executive MBA/PGP programmes was based only on perceptual data. **The MDRA research team consisted of Abhishek Agrawal, Abnish Jha, Avnish Kumar and Gaurav Kumar.**

The MBA pie: how we split it

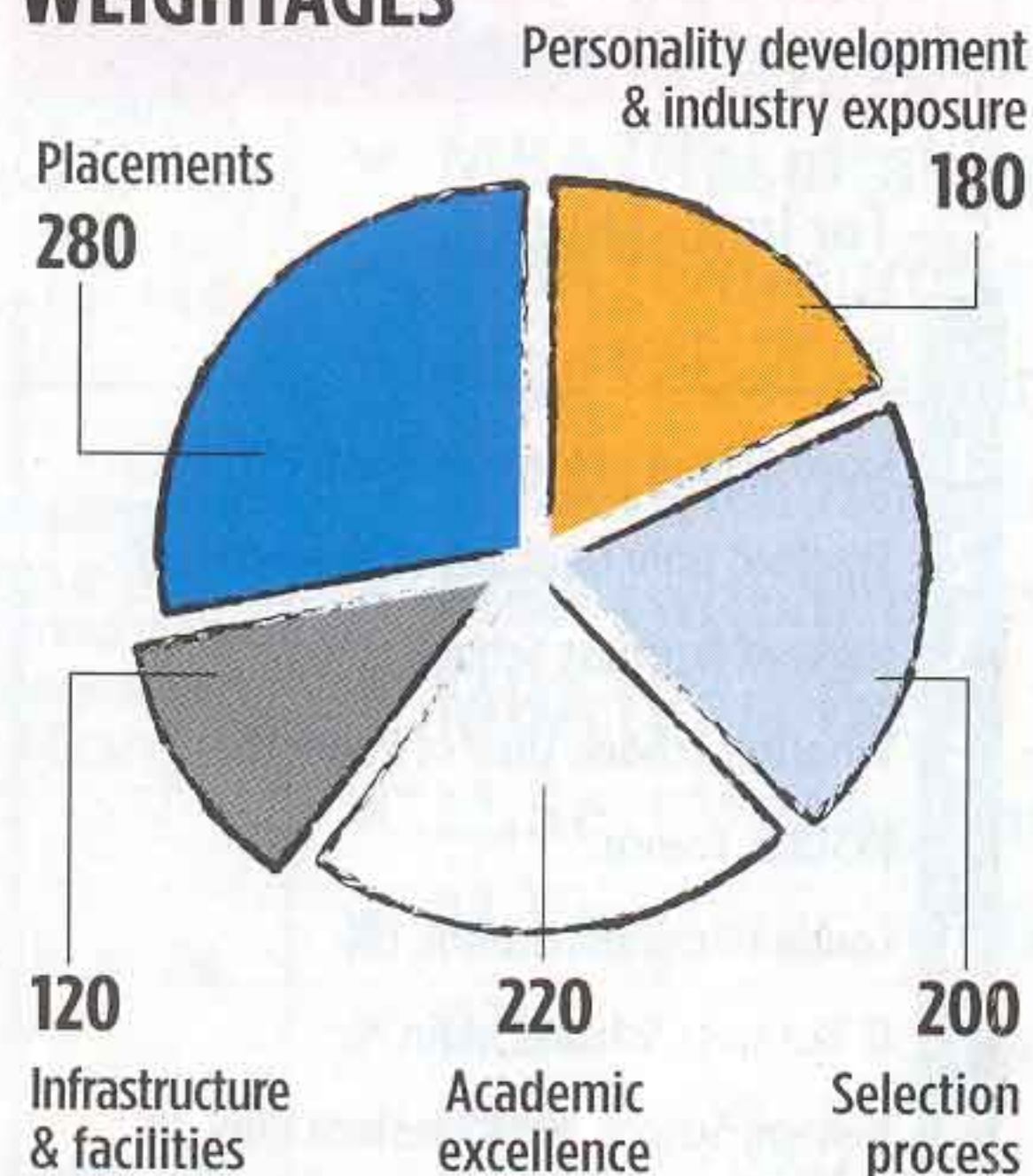
SELECTION PROCESS AND AGE OF INSTITUTE

Sub-Parameter	Points
Type of entrance exam	29.15
Cutoff in entrance tests	51.87
Applications to selected ratio	34.52
Fee structure	33.52
Age/establishment of the institute	33.13
Average work experience of selected batch	17.81

PERSONALITY DEVELOPMENT & INDUSTRY EXPOSURE

Sub-Parameter	Points
Personality development and communication skills	32.23
Co-curricular activities	25.04
Student exchange programme	32.73
Industry interaction	32.73
No. and type of live projects	34.36
Entrepreneurship programmes	22.91

WEIGHTAGES



INFRASTRUCTURE & FACILITY

Sub-Parameter	Points
Physical Infrastructure	33.70
Knowledge facilities	35.34
Residential facilities	27.12
Sports facilities	23.84

ACADEMIC EXCELLENCE

Sub-Parameter	Points
Student-faculty ratio	30.39
Quality of faculty	68.51
Ratio between practical and theory	29.48
Faculty participation in seminars	17.81
Faculty exchange programmes	19.28
Research and consulting opportunities for faculty	11.61
Papers and books by faculty	21.50
MDP and PhD programmes	9.86
Salary of professors	11.56

PLACEMENT

Sub-Parameter	Points
Percentage placed	62.61
Number of recruiters	37.91
Salary offered in campus placement	51.69
International placements	43.08
Regularity/Repetition of companies visiting the campus	53.98
Return on investment	30.73