

Modi
NATIONAL
CENTRESTAGE

THE WEEKLY NEWSMAGAZINE

September 26, 2011 ₹ 30

Hyderabad Superbikers
Racing with Death

OUTLOOK

SPECIAL ISSUE

Outlook-MDRA Ranking

INDIA'S BEST BUSINESS SCHOOLS

The Do-Gooders

New MBAs shaping a better India



(L-R) Preetam Alex works with a clutch of NGOs
Rohit Pande runs an e-classroom to aid teachers
Aparna Bhatnagar partners artisans to sell crafts online
Krishna Ramkumar mentors low-income kids

RNI NO. 7044/61

75 Best B-Schools

TOP 5 IN THE NORTH

	Name of Institute	City
1	FMS	Delhi
2	MDI	Gurgaon
3	IIFT	Delhi
4	IMT	Ghaziabad
5	IMI	Delhi

TOP 5 IN THE EAST

	Name of Institute	City
1	IIM	Calcutta
2	XLRI	Jamshedpur
3	XIM	Bhubaneswar
4	VGSOM	Kharagpur
5	DMS ISMU	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	Bharathidasan	Tiruchirapalli
5	ICFAI	Hyderabad



Blessed Of The Boom

The new generation of MBAs

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The new generation of MBAs

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B-schools must respond to the corruption crisis

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Management guru Gautam Ahuja speaks

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Kashmir's kids come home to do business

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Africa's unique challenges for India Inc

The Buzz in the

With scams rocking Indian corporates, the MBA has become ever m

by **Sunit Arora** with **Arindam Mukherjee**

BY most accounts, the past year has been quite terrible. Some of India's biggest corporate entities remain mired in scam after scam. Business credibility has suffered a body blow in the twentieth anniversary year of economic reforms (which, by themselves, remain a process in deep freeze). Inflation remains high, defying a worried central bank and government. And then, if the recent numbers are anything to go by, even growth appears to be slowing down, precipitating fears that the "India story" is at risk. All this is worrying. Frankly, with most of the developed world in trouble, one doesn't know yet how severe the impact will be on India.

But the difference from 2008 is the general air of knowing calm at play. That comes from a stronger belief in the India story, that it still has a lot of steam—take hiring, as one example. As for ethics, business has been quick to react to the criticism. People are now aware of the risks—they are being careful. No one likes going to jail. Part of this debate has also shifted to the B-school arena, where *Outlook's* rigorous ranking—conducted by market research agency MDRA—comes as an invaluable guide. At a time when the very nature of the MBA is changing—exam systems and foreign universities to satellite campuses and disappearing colleges—our package presents the best of the lot. Finally, we also see how young managers can do "good", a very valuable lesson today. As always, choose wisely.



B Hive

...more important. A few guidelines...

AMIT HARALKAR



SMART MOVES Students playing chess at the K.J. Somaiya Institute of Management, Mumbai, among the top 10 private B-Schools

TOP 10 GOVERNMENT B-SCHOOLS

	Name of Institute	City	Total (1,000)
1	IIM	Ahmedabad	926.5
2	IIM	Bangalore	920.2
3	IIM	Calcutta	918.4
4	FMS	Delhi	878.3
5	IIM	Kozhikode	871.9
6	IIM	Indore	865.9
7	IIFT	Delhi	862.0
8	NITIE	Mumbai	855.0
9	Jamnalal Bajaj Inst of Mgmt	Mumbai	843.7
10	S.J. Mehta School, IIT-Bombay	Mumbai	835.3

TOP 10 PRIVATE B-SCHOOLS

	Name of Institute	City	Total (1,000)
1	XLRI	Jamshedpur	895.4
2	MDI	Gurgaon	875.8
3	S.P. Jain Inst of Mgmt	Mumbai	855.2
4	IMT	Ghaziabad	853.1
5	XIM	Bhubaneswar	852.8
6	NMIMS	Mumbai	847.7
7	IMI	Delhi	842.2
8	SCMHRD	Pune	837.4
9	TAPMI	Manipal	824.4
10	K.J. Somaiya Inst of Mgmt	Mumbai	823.2

TOP 3 B-SCHOOLS IN METROS

Delhi NCR

	Name of Institute
1	FMS
2	MDI (Gurgaon)
3	IIFT

Mumbai

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

Pune

	Name of Institute
1	SCMHRD
2	Balaji Inst
3	IMED

Chennai

	Name of Institute
1	LIBA
2	IFMR
3	DMS Anna University

Hyderabad

	Name of Institute
1	ICFAI Business School
2	MANAGE
3	IPE

Bangalore

	Name of Institute
1	IIM
2	IFIM
3	XIME

Graphics by KULDEEP

Top 75 Management Colleges

Rank	Change from 2010	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	191.9	164.0	198.0	110.6	262.0	926.5
2	↔	IIM	Bangalore	191.6	159.5	196.1	111.9	261.1	920.2
3	↔	IIM	Calcutta	185.1	165.3	196.7	109.3	262.0	918.4
4	↔	XLRI	Jamshedpur	185.4	156.7	184.8	107.7	260.8	895.4
5	↔	FMS	Delhi	179.0	156.3	182.9	99.4	260.7	878.3
6	↔	MDI	Gurgaon	167.7	164.0	181.9	105.4	256.8	875.8
7	↔	IIM	Kozhikode	180.7	154.4	187.6	100.2	249.0	871.9
8	↔	IIM	Indore	178.1	150.0	179.6	101.7	256.5	865.9
9	↑1	IIFT	Delhi	173.6	156.2	182.2	102.2	247.8	862.0
10	↓1	S.P. Jain Inst of Mgmt	Mumbai	162.1	163.9	190.0	102.2	237.0	855.2
11	↑2	NITIE	Mumbai	165.1	158.3	180.8	101.3	249.5	855.0
12	↓1	IMT	Ghaziabad	176.2	153.5	186.7	95.2	241.5	853.1
13	↑2	XIM	Bhubaneswar	162.8	162.9	197.0	103.2	226.9	852.8
14	↓2	NMIMS	Mumbai	153.1	156.9	188.9	99.2	249.6	847.7
15	◆	Jamnalal Bajaj Inst of Mgmt	Mumbai	175.6	148.8	185.4	92.5	241.4	843.7
16	↔	IMI	Delhi	161.5	156.4	189.9	101.5	232.9	842.2
17	◆	SCMHRD	Pune	183.0	132.2	177.8	100.7	243.7	837.4
18	↓1	S.J. Mehta School, IIT Bombay	Mumbai	163.2	156.6	176.9	107.0	231.6	835.3
19	↑1	VGSOM, IIT Kharagpur	Kharagpur	167.7	141.0	179.2	102.9	236.1	826.9
20	↑1	TAPMI	Manipal	169.7	151.7	182.5	99.9	220.6	824.4
21	↓3	K.J. Somaiya Inst of Mgmt	Mumbai	159.9	150.3	182.5	101.9	228.6	823.2
22	↑3	DMS, IIT Delhi	Delhi	162.3	149.5	168.6	103.8	238.3	822.5
23	↓1	Goa Inst of Management	Goa	171.7	129.7	154.4	94.2	222.0	772.0
24	↑2	IIFM	Bhopal	166.2	118.6	145.4	97.5	244.1	771.8
25	◆	BIMTECH	Greater Noida	138.5	151.2	172.2	92.7	215.8	770.4
26	↓3	Bharathidasan Inst of Mgmt	Tiruchirapalli	159.5	129.0	155.4	83.1	213.0	740.0
27	◆	ICFAI Business School	Hyderabad	150.6	145.6	159.7	94.1	189.2	739.2
28	↓9	MANAGE	Hyderabad	133.4	135.9	166.5	96.7	205.1	737.6
29	↓5	Sydenham Inst of Mgmt	Mumbai	150.2	126.6	156.4	82.0	221.8	737.0
30	↓1	LIBA	Chennai	146.2	134.8	169.7	84.7	200.8	736.2
31	↓4	Welingkar Inst of Mgmt	Mumbai	130.3	145.5	166.2	82.3	206.3	730.6
32	↔	Balaji Inst of Modern Mgmt	Pune	145.6	131.1	144.4	80.7	226.7	728.5
33	◆	NIAM	Jaipur	137.5	115.4	174.3	91.2	206.0	724.4
34	↔	LBSIM	Delhi	145.0	125.5	143.7	88.7	221.0	723.9
35	↓5	Inst of Mgmt, Nirma University	Ahmedabad	136.9	131.7	164.0	89.7	198.8	721.1
36	◆	Delhi School of Economics	Delhi	145.8	113.5	161.9	86.8	205.2	713.2
37	↑1	Fore School of Management	Delhi	145.6	142.6	160.5	70.9	182.6	702.2
38	◆	Dept of Mgmt Studies, NIT	Tiruchirapalli	148.8	118.7	149.8	89.3	190.8	697.4
39	↑6	IFMR	Chennai	121.0	132.1	179.8	80.7	182.6	696.2



Andhra's pride
ICFAI Hyderabad,
the top B-School in
the metro

₹10.12 lakh p.a. is average domestic salary in the top 25 B-schools, just ₹5.39 lakh in remaining 50.

Rank	Change from 2010	Name of Institute	City	Selection Process (200)	Personality Development (180)	Academic Excellence (220)	Infrastructure & Facilities (120)	Placements (280)	Total Score (1,000)
40	↔	Inst of Public Enterprise (IPE)	Hyderabad	122.1	152.6	169.4	75.4	166.4	685.9
41	↓5	DMS ISM Univ	Dhanbad	160.4	118.4	128.9	96.0	164.6	668.3
42	↓9	FMS-BHU	Varanasi	145.9	106.3	149.2	82.8	182.4	666.6
43	↓6	IFIM Business School	Bangalore	130.3	131.5	147.2	86.1	171.0	666.1
44	↓5	Amity Business School	Noida	129.1	126.3	140.7	78.7	183.2	658.0
45	◆	SMS, MNIT	Allahabad	142.1	118.1	136.6	82.4	166.8	646.0
46	↓3	ITM	Navi Mumbai	111.5	123.3	146.5	69.3	186.2	636.8
47	↓3	IMED	Pune	134.4	114.8	143.3	73.8	140.1	606.4
48	↓2	Dept Of Mgmt, Osmania Univ	Hyderabad	136.1	113.5	143.1	79.8	126.2	598.7
49	↓9	Gitam Inst of Management	Visakhapatnam	128.3	116.0	120.4	75.4	151.6	591.7
50	↓3	XIME	Bangalore	108.8	115.2	125.8	77.1	141.5	568.4
51	↓9	SCMS	Kochi	113.9	98.3	131.5	62.4	140.2	546.3
52	◆	Prestige Inst of Mgmt	Indore	95.6	104.0	124.0	71.2	143.6	538.4
53	↓5	PSG Inst of Management	Coimbatore	98.2	113.7	120.0	73.4	128.2	533.5
54	↓2	Jaipuria Inst of Management	Lucknow	102.2	99.2	106.1	51.3	159.4	518.2
55	↔	KIIT School of Mgmt, KIIT Univ	Bhubaneswar	89.8	102.1	108.7	67.4	134.8	502.8
56	↓3	SIES College of Mgmt Studies	Navi Mumbai	81.7	84.4	97.5	37.7	147.1	448.4
57	↓3	DMS, Anna University	Chennai	99.1	80.7	95.5	51.4	114.1	440.8
58	◆	Amrita School of Business	Coimbatore	64.9	85.1	102.2	57.9	98.9	409.0
59	↓1	Institute of Mgmt Studies	Ghaziabad	73.8	64.9	73.2	50.4	127.9	390.2
60	↓10	Asia-Pacific Inst of Management	Delhi	64.8	68.6	86.6	44.4	122.0	386.4
61	↓5	Acharya Inst of Mgmt and Sc	Bangalore	55.6	83.6	96.3	47.9	98.4	381.8
62	↑3	VAMNICOM	Pune	61.3	69.6	90.7	48.4	111.1	381.1
63	↓4	Punjab College of Tech	Ludhiana	59.0	73.5	97.3	45.3	104.6	379.7
64	↓2	JIMS	Delhi	58.2	83.4	77.0	26.2	134.8	379.6
65	↓1	DMS, Pondicherry University	Pondicherry	81.6	56.9	82.7	47.1	108.9	377.2
66	↓10	Rajagiri Centre for Bus Studies	Kochi	67.0	67.0	90.7	55.2	96.9	376.8
67	↓4	Accurate Inst of Mgmt & Tech	Greater Noida	54.5	77.2	72.7	50.1	111.3	365.8
68	↓2	NIILM Centre for Mgmt Studies	Greater Noida	66.9	79.5	65.3	43.6	110.2	365.5
69	↑4	IHMR	Jaipur	74.2	57.2	88.5	45.7	96.0	361.6
70	◆	Institute of Rural Management	Jaipur	59.6	70.7	69.6	53.6	105.8	359.3
71	↓10	DMSR, Tirpude College	Nagpur	78.8	77.8	82.5	33.6	83.9	356.6
72	↔	Department of MBA, PESIT	Bangalore	54.8	66.7	81.8	42.5	109.1	354.9
73	↓6	Fortune Inst of Int Business	Delhi	51.9	62.6	88.6	38.8	112.2	354.1
74	↔	Apeejay School of Management	Delhi	64.2	76.0	87.6	44.9	80.1	352.8
75	↓7	Gian Jyoti Inst of Mgmt	Chandigarh	58.8	68.8	79.2	36.6	102.2	345.6

↑ Moved Up ↓ Moved Down ↔ No Change ◆ New Entry The numbers indicate change in ranking over 2010
 ■ Government ■ Private

Only those B-Schools which sent their objective data have been ranked. Institutes like IIM-L, IRMA, MICA etc did not participate and have not been ranked. 44 deemed universities to be de-recognised by the Government of India were not considered for ranking. All scores have been rounded off to one decimal place, this may result in rounding-off errors while adding the parameter-wise score.

TOP 15 COMPANIES VISITING TOP 25 B-SCHOOLS

	Name of companies
1	Deloitte
2	Procter & Gamble
3	ICICI Bank
4	Goldman Sachs
5	Citibank
6	Accenture
7	Tata Motors
8	Nomura
9	JP Morgan
10	Johnson & Johnson
11	Infosys Technologies
12	HUL
13	HCL Technologies Ltd
14	Boston Consulting Group
15	Yes Bank

Table based on the number of times the company appeared in the top 10 company list of the institute. The company listed by maximum number of institutes is ranked at the top.

TOP 15 B-SCHOOLS BY RECRUITERS' PERCEPTION

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Bangalore
3	IIM	Calcutta
4	IIM*	Lucknow
5	XLRI	Jamshedpur
6	FMS	Delhi
7	IIM	Kozhikode
8	IIM	Indore
9	XIM	Bhubaneswar
10	SCMHRD	Pune
11	IIFM	Bhopal
12	NMIMS	Mumbai
13	Jamnalal Bajaj Inst	Mumbai
14	DMS, IIT Delhi	Delhi
15	VGSOM, IIT Kharagpur	Kharagpur

*Did not provide objective data

AVERAGE DOMESTIC SALARY FOR TOP 75 B-SCHOOLS

Rank 1 to Rank 25	10.12
Rank 26 to Rank 50	6.25
Rank 51 to Rank 75	4.53

Figures for annual salary in ₹lakh



TOP 15 ON RETURN ON INVESTMENT

	Name of Institute	City	RoI factor
1	FMS	Delhi	77.00
2	Delhi School of Economics	Delhi	25.48
3	FMS-BHU	Varanasi	25.00
4	DBM, Osmania University	Hyderabad	20.00
5	DMS, IIT Delhi	Delhi	13.30
6	VGSOM, IIT Kharagpur	Kharagpur	8.01
7	Jamnalal Bajaj Inst of Mgmt Studies	Mumbai	7.77
8	Sydenham Inst of Mgmt	Mumbai	6.94
9	DMS, Anna Univ	Chennai	5.99
10	NITIE	Mumbai	5.97
11	DMS, NIT	Tiruchirapalli	5.37
12	SMS, MNIT	Allahabad	5.28
13	SCMHRD	Pune	3.41
14	DMS, Pondicherry University	Pondicherry	3.40
15	Goa Institute of Management	Goa	3.34

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

We have the answers, ma'am
A class at the S.P. Jain Institute of Management in Mumbai (above)

32%. Just this percentage of permanent faculty in the top 25 B-schools has more than ten years of experience.

TOP SECTORAL COLLEGES

	Name of Institute	City	Sector
1	NITIE	Mumbai	Industrial
2	IIFM	Bhopal	Forestry
3	MANAGE	Hyderabad	Agriculture
4	NIAM	Jaipur	Agriculture
5	VAMNICOM	Pune	Agriculture
6	IHMR	Jaipur	Health
7	IRM	Jaipur	Rural Mktg

Extracted from the main ranking table on the basis of their ranking

Wired bookworms Students hit the books in the library at Xavier's Institute of Management, Bhubaneswar

MOST ACCEPTED ENTRANCE EXAMS AMONG TOP 75

	Entrance Test	No. of Colleges	% of Colleges*
1	CAT	53	70.7
2	MAT	27	36.0
3	XAT	15	20.0
4	SNAP	1	1.3
5	Maharashtra CET	5	6.7
6	NMAT	1	1.3
7	JMET	3	4.0
8	GMAT	16	21.3
9	ATMA	11	14.7
10	Others	17	22.7

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

TOP 15 B-SCHOOLS BY FACULTY PERCEPTION

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

SANJIB MUKHERJEE



ONE-YEAR MBA PROGRAMMES

	Name of Institute	City
1	Aegis School of Business	Navi Mumbai
2	Europe Asia Business Sch	Pune
3	Great Lakes Inst of Mgmt	Chennai
4	IIM	Ahmedabad
5	IIM	Bangalore
6	IIM	Calcutta
7	IIM	Indore
8	IIM	Lucknow
9	IMT	Ghaziabad
10	IMI	Delhi
11	ISB	Hyderabad
12	MICA	Ahmedabad
13	NMIMS	Bangalore
14	Soil	Gurgaon
15	SPJIMR	Mumbai
16	XLRI	Jamshedpur

This is an alphabetical listing of institutes offering one-year management courses.

70% of the top 75 B-schools prefer CAT as the preferred exam. A majority B-schools use CAT or MAT as their entrance exam.

APOORVA SALKADE

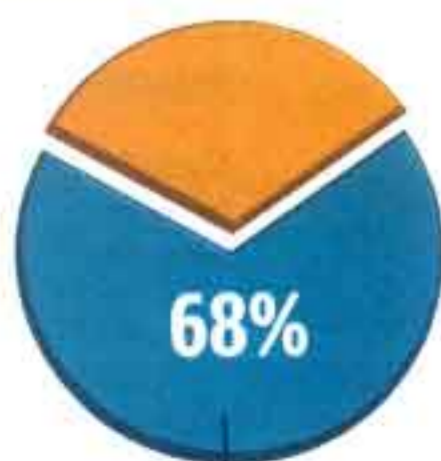
TOP 10 B-SCHOOLS WITH HIGHEST TUITION FEES

	Name of Institute	Total Course Fees ₹ lakh
1	IIM Bangalore	12
2	IIM Ahmedabad	10.8
3	IFMR, Chennai	10
4	IMI, Delhi	9.8
5	ICFAI Business School, Hyderabad	9.5
6	IIM Indore	9.1
7	S.J. Mehta Sch of Mgmt, IIT Bombay	8.8
8	S.P. Jain Inst of Mgmt, Mumbai	8.7
9	Amity Business School, Noida	8.5
10	IIM Calcutta	8.5

TOP 15 B-SCHOOLS BY STUDENTS' PERCEPTION

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

SCHOLARSHIPS AT TOP 25 B-SCHOOLS



B-schools that have their own scholarships

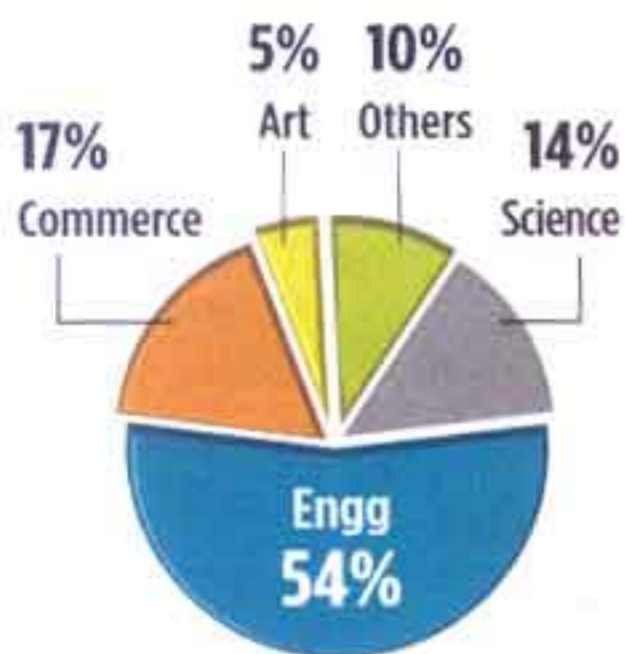


B-schools that provide scholarships from other sources



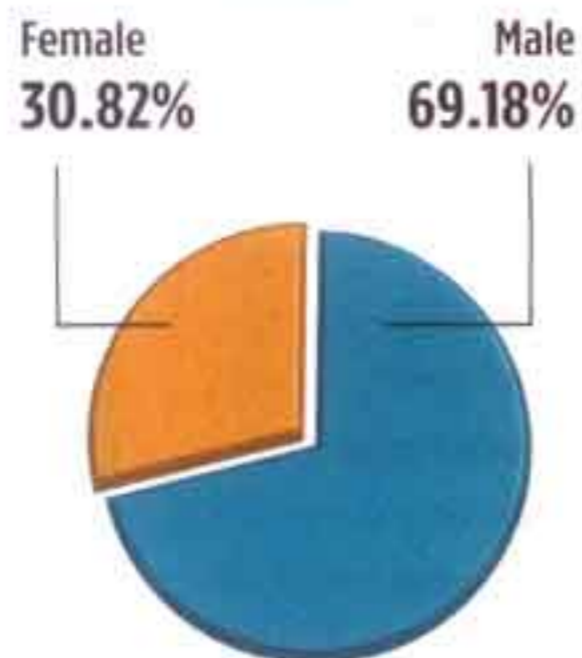
Sixth sense Students at IIM, Indore, which has been steady in its ranking

EDUCATIONAL BACKGROUND



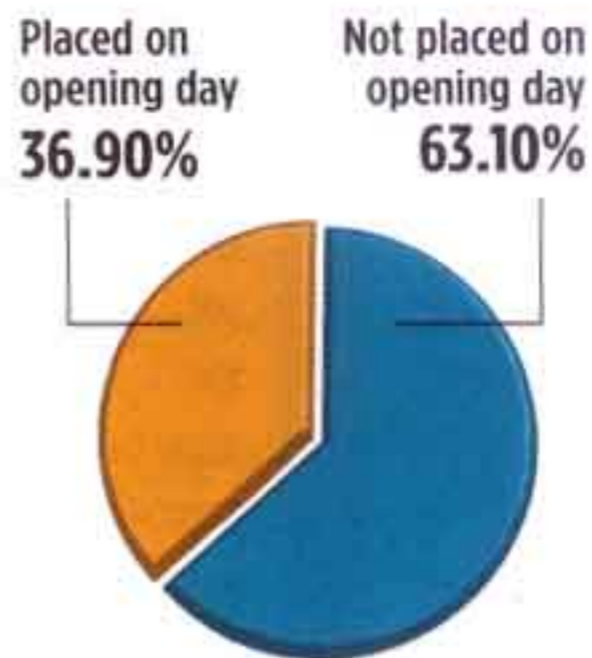
Figures are for top 75 B-schools

MALE-FEMALE RATIO



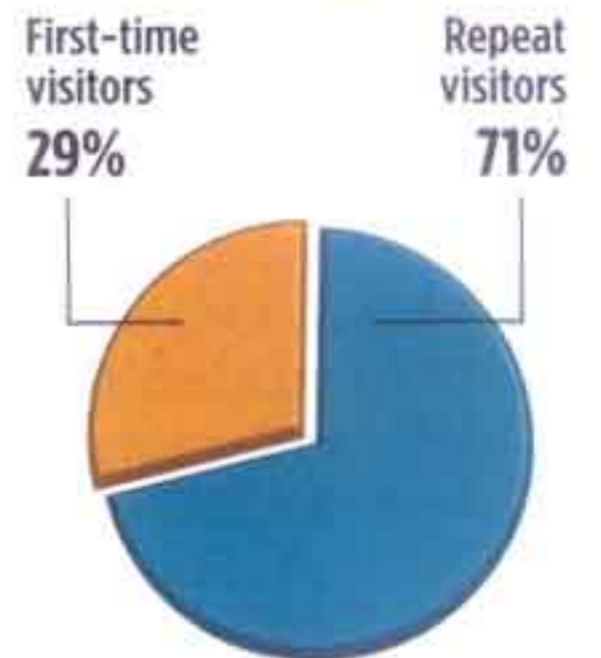
Figures are for top 75 B-schools

STUDENTS PLACED ON OPENING DAY



Figures are for top 25 B-schools

NEW FIRMS VISITING FOR PLACEMENTS



Figures are for top 25 B-schools

APDORVA SALKADE

All attention Students at the Narsee Monjee Institute of Management Studies, Mumbai



54% of the students in the top 75 B-schools come from an engineering background. Average work ex for Top 25 is two yrs.

Top 10 B-Schools for each parameter

INFRASTRUCTURE & FACILITY

	Name of Institute	City
1	IIM	Bangalore
2	IIM	Ahmedabad
3	IIM	Calcutta
4	XLRI	Jamshedpur
5	S.J. Mehta School	Mumbai
6	MDI	Gurgaon
7	DMS, IIT Delhi	Delhi
8	XIM	Bhubaneswar
9	VGSOM, IIT Kharagpur	Kharagpur
10	IIFT	Delhi
10	S.P. Jain Inst	Mumbai

PLACEMENT

	Name of Institute	City
1	IIM	Ahmedabad
2	IIM	Calcutta
3	IIM	Bangalore
4	XLRI	Jamshedpur
5	FMS	Delhi
6	MDI	Gurgaon
7	IIM	Indore
8	NMIMS	Mumbai
9	NITIE	Mumbai
10	IIM	Kozhikode

ACADEMIC EXCELLENCE

	Name of Institute	City
1	IIM	Ahmedabad
2	XIM	Bhubaneswar
3	IIM	Calcutta
4	IIM	Bangalore
5	S.P. Jain Institute	Mumbai
6	IMI	Delhi
7	NMIMS	Mumbai
8	IIM	Kozhikode
9	IMT	Ghaziabad
10	Jamnalal Bajaj Inst	Mumbai

SELECTION PROCESS AND AGE OF INSTITUTE

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

PERSONALITY DEVELOPMENT & INDUSTRY EXPOSURE

	Name of Institute	City
1	IIM	Calcutta
2	IIM	Ahmedabad
2	MDI	Gurgaon
4	S.P. Jain Institute	Mumbai
5	XIM	Bhubaneswar
6	IIM	Bangalore
7	NITIE	Mumbai
8	NMIMS	Mumbai
9	XLRI	Jamshedpur
10	S.J. Mehta School	Mumbai

AMIT HARALKAR



Lunch hour The mess at the K.J. Somaiya Institute in Mumbai

60% of Top 25 B-schools have introduced new specialisations in the last three yrs; **72%** have foreign exchange programmes.

Methodology for the 2011 Outlook-MDRA B-School Survey

In order to rank India's best B-schools, Marketing & Development Research Associates (MDRA) designed a rigorous methodology, with all stakeholders—B-schools, recruiters, faculty and students. First, a comprehensive list of B-schools was prepared who offer two-year full-time management courses, 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 years' rankings for consistency and comparability.

An objective questionnaire was put on the Outlook and MDRA websites. Institutes were requested to participate in the objective survey through letters, e-mails and telephone calls. As

MDRA has worked with BIMTECH, IIM-A, IIFT on some projects at one or the other time.

many as 174 colleges across the country provided objective data. Data from one college was received too late and was not included. Institutes that did not submit objective data were not considered for the ranking.

Simultaneously, perceptual questionnaires were designed and face-to-face interviews conducted with 714 key stakeholders. MDRA investigators visited 12 cities (Delhi, Mumbai, Chennai, Calcutta, Bangalore, Pune, Hyderabad, Jaipur, Ahmedabad, Lucknow, Bhubaneswar and Ranchi—covering three key cities from each zone). The respondents comprised 144 final-year MBA/PGDM students, 216 experienced faculty members and 354 seasoned professionals/recruiters—the uniqueness of this model being that their perception was based on their experience and not just on secondary information.

The second phase involved verifica-

tion and audit of the objective data—initially, all information was carefully examined by checking with past data. Thereafter, 28 institutes were visited for physical audit of the data provided. Colleges that provided suspicious data were removed from ranking exercise.

The marks of the five parameters of the objective phase were then added to get the total objective score. The perceptual ranking was arrived at by allotting weights 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 weightages of 50 per cent each. This total composite score for each institute was used to assign the final rankings. MDRA's team consisted of Abhishek Kumar, Ajit Kumar Thakur and Abnish Jha.

The MBA pie: how we split it

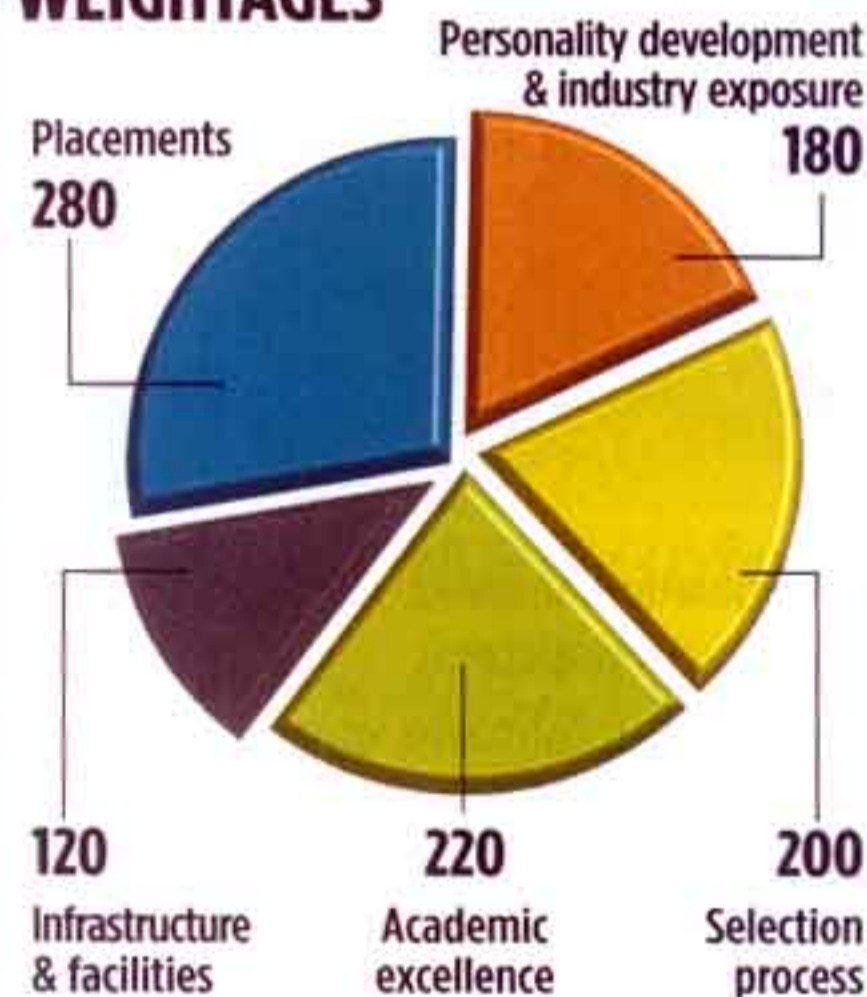
SELECTION PROCESS AND AGE OF INSTITUTE

Sub-Parameter	Points
Type of entrance exam	29.15
Cut-off 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