

Newspaper Clips

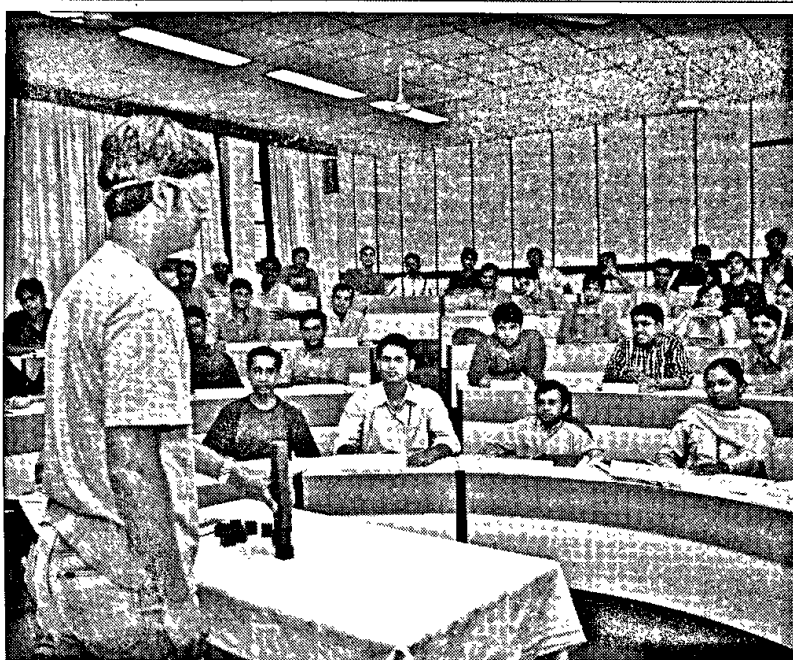
August 31, 2011

Financial Chronicle ND 31/08/2011 P-11

Innovation key for new IITs, IIMs

THE Union government and also state governments are expanding the number of IITs and schools that offer engineering and management education. They are supposed not only to address the needs of industry and businesses, but also to enhance access to the neglected sections of the society. It looks like these central institutions are still locked with the type of education and operative model that was followed when the first few IIMs and IITs were set up - small number of students, large sprawling campuses and very little emphasis on research. Our oldest IIM at Ahmedabad (100 acres), Kolkata (135 acres), and Bangalore (100 acres), or, the more-recently-established IIM in Lucknow (185 acres), Kozhikode (97 acres), Indore (193 acres) and Shillong (120 acres) truly have huge campuses and it is often felt that these institutions are being underutilised. Equally, IITs also have large bank of land to run their activities. The combined total number of students these institutions handle is around 3,000 in management and few tens of thousands in engineering. How does this compare with the norms that are being followed in the western world? Of course, it is not appropriate, and also a futile exercise to make comparisons. However, one does get some idea if we look at the numbers that are handled by such institutions abroad. Last year, from the famous London Business School campus, which is located on about five acres, 1,000 management degree students graduated from regular MBA and executive education programmes. Harvard Business School handles around 200 students and the campus is also located on a few acres. The scenarios are similar with engineering schools ab-

Arun Nigavekar



PARADIGM SHIFT: For engineering and management institutions, delivering education that cultivates minds to create, decipher and apply knowledge in respective domains, would be the focal point in the future

road. California Institute of Technology, Cornell University, Georgia Institute of Technology and many institutions in the UK operate on small campuses and handle thousands of students. The quality of their programmes is high and the experiences the students get are very broad.

However, in India, we are stuck with the large campus idea. Our new IIMs and IITs would also have big sprawling campuses. The All India Council for Technical Education (AICTE), which is a regulatory authority, has set up its benchmarks, processes and mechanisms that define the minimum physical, academic and other support infrastructure the institutions should have for get-

ting its approval. It does talk about land but it is in the range of a few acres. The issue that we need to address here is how we can achieve a higher number of quality management and engineering graduates. Engineering and also management programmes in most of the world's leading universities have several components that make the curriculum rich. In addition to covering of the core aspects related to subjects, they make students undertake several exercises in the form of short-review exercises, get application-oriented experience in business companies or industries and help them become a part of the entire industrial set up. This type of training is much more demanding and re-

quires the faculty to continuously change their classroom interactions by being in sync with developments in the business world.

Management education is changing. The right definition of a manager is one who is "responsible for the application and performance of knowledge". This change means that we now see knowledge as an essential resource. Land, labour, and capital are important chiefly as restraints. Without them, we cannot even impart knowledge. Without them, even management cannot perform. But where there is effective management, which is application of knowledge to the knowledge-economy equation; one can always obtain the other re-

sources. Are our management institutions able to prepare managers who have training and are responsible for the application and performance of knowledge? The trend in management education is moving towards a holistic approach, which does not just focus on profit maximisation.

Similar challenges are emerging in engineering education. The technical environment into which engineers will enter over the next few years will be characterised by knowledge-based industries with high value-added products, a high reliance on the application of fundamental science in product development, and a development-to-design-to-manufacturing process relying on a high level of simulation and information flow. This is not to say that industries dealing with natural resources, infrastructure, and environmental quality will wither away. They would still be needed, but advanced and developing economies will ultimately be based on "brain power", where the economies of scale and simple automation will not be sufficient for survival. In addition, the rapid growth of technologies that quickly disseminate knowledge and provide ready access to information and data have the potential to alter permanently the form and possibly the substance of engineering work during the next generation.

The message is that in the future, it is not the land that engineering and management education institutions possess that is going to make a big difference. It is delivering education that cultivates minds to create, decipher and apply knowledge in respective domains that would be the focal point. Innovation is the key for survival. *(The writer is a former chairman of UGC and former VC of University of Pune)*

Deccan Chronicle Hyderabad 30.08.11 P-3

IITs, IISc to use CAT-2011 for MBA admissions

KOLKATA: Indian Institutes of Technology (IITs) and the Indian Institute of Science (IISc) have decided to use CAT 2011 as part of the selection process of their MBA and management programmes from the 2012-13 academic year.

The Joint Management Entrance Test previously used for admission by the IITs and the IISc stands discontinued, according to a press release here.

The decision was taken after a recent review revealed that the relatively young JMET is not too dissimilar to CAT, and that the effort to organise JMET each year seemed enormous in relation to the approximately 40,000 candidates who took the test each year.

"The intersection of candidates who take both CAT and JMET in a single year is large. The decision to use CAT for admission into the IITs and IISc will minimize the test preparation and financial burden on candidates," the release stated.

IITs in Kharagpur, Bombay, Madras, Kanpur and Delhi and Roorkee are among India's earliest institutions to have offered postgraduate and research programmes in management. CAT 2011 will be held over a 20-day window from October 22 to November 18 across 36 cities.

GIANT LEAP

IIT-K set to launch indigenous satellite

**DC CORRESPONDENT
KANPUR, AUG. 29**

IIT-Kanpur's indigenously built satellite, Jugnu, is likely to be launched by the end of September from Sriharikota, an official of the institute said on Monday. ISRO scientists have given the green signal to the engineering model, while the flight model is being assembled in Bangalore, IITK Registrar, Mr Sanjeev Kashalkar, said. Over 62 students and faculty members of the institute worked hard to build Jugnu weighing 3 kg, he said.

On being asked about the delay in the project, he said it took some time for the faculty members and students as it was an indigenously built satellite.

"Jugnu is likely to be launched by the end of next month if everything goes according to our plans," he said.

Even though ₹2 crore was sanctioned for developing the satellite, the cost was brought down as the institute came up

Even though ₹2 crore was sanctioned for the project, the cost came down as the institute used indigenous technology

with indigenous techniques, he said.

Both ISRO and IIT-K had signed an MoU to develop the micro satellite in 2008. The satellite which will be in space for about a year will be launched with the help of the Polar Satellite Launch Vehicle.

The data received from Jugnu will be studied with the help of a tracking system installed at IIT-K and pictures and information received from it will be used for research purposes.

The satellite will help in gathering information on floods, drought and disaster management, he said, adding its control room and ground station both will be at IIT-K.

Hindustan Times 31/08/2011

P7

Application fee for girls abolished by IITs

Shaswati Das

■ shaswati.das@hindustantimes.com

NEW DELHI: The populace at Indian Institute of Technology (IIT) will undergo a metamorphosis soon. The IITs are trying to make engineering more reachable for girls and are hoping that the issue of gender asymmetry will be taken care of.

With the entrance examination a mere eight months away—on April 8—the IIT-JEE body has now decided to scrap application fee for girls. However, at the same time, it has raised this fee for boys, from ₹1,000 to ₹1,600 for online applications and ₹1,800 for physical applications.

“It is a matter of great concern for the IITs that there are fewer girls who take up engineering. For the boys, the application fee has been hiked to meet the increasing cost of technology,” said Sanjay Govind Dhande, Director, IIT-Kanpur.

However, IIT authorities believe that the imbalance in the sex ratio within their institutes is not just due to conservative mindsets of families, but also

BUT APPLICATION FEE FOR BOYS HAS BEEN RAISED, FROM ₹1,000 TO ₹1,600 FOR ONLINE APPLICATIONS.

because of the lack of appropriate infrastructure.

“A lot of families are reluctant to send their daughters to IITs as these are residential colleges. Also a lot of students have to relocate to big cities to join coaching classes. This deters a number of girls from appearing for the exam. But we also feel that hostel infrastructure for girls must increase, especially in IIT-Kanpur,” Dhande said.

However, the IITs have been witnessing a slow rise in the average enrollment rates of women in several programmes. “The enrollment rate for women in 2011 has been 20%. It is a matter of great pride to see women taking up postgraduate study in engineering at our institutes,” said K Gupta, dean of postgraduate studies, IIT.

Publication: The Times Of India Delhi;Date: Aug 31, 2011;Section: Times City;Page: 5;

Dalai Lama at Ignou soon

New Delhi: Tibetan spiritual leader Dalai Lama will inaugurate the Centre for Tibetan Studies at the Indira Gandhi National Open University here next month.

The inauguration will mark IGNOU's 24th convocation which will be held on September 5. On the same day, the university "will also confer an honorary doctor of letters degree on the Tibetan spiritual leader. ■

Publication: The Times Of India Delhi;Date: Aug 31, 2011;Section: Times City;Page: 5;

200 faculty posts empty at AIIMS: Azad

New Delhi: As many as 200 faculty posts are lying vacant at the premier All India Institute of Medical Sciences (AIIMS) Health Minister Ghulam Nabi Azad said Tuesday.

In a written reply to the Rajya Sabha, Azad said that of the 200 vacant posts, the institute has already advertised for 115 positions at the level of professors and lecturers in nursing. ■ IANIS

Publication: The Times Of India Delhi;Date: Aug 31, 2011;Section: Times Sport;Page: 26

British Univ awards Dhoni doctorate

Leicester: Indian captain, Mahendra Singh Dhoni was awarded an honorary doctorate degree by De Montfort University of United Kingdom on Monday. The award ceremony took place after India won the Twenty20 practice match against Leicestershire.

Ponting admits pushing for inclusion of captain into selection panel: Former Australian captain Ricky Ponting has admitted that he had campaigned to be made a member of the selection panel, while he was the Test skipper. "I pushed for it for seven years, for the captain to be a

The Hindu ND 31/08/2011 P11

Astronauts may have to abandon space station

Kenneth Chang

Astronauts will abandon the International Space Station (ISS), probably in mid-November, if rocket engine problems that doomed a Russian cargo ship last week are not diagnosed and fixed.

Even if unoccupied, the space station can be operated by controllers on the ground indefinitely and would not be in immediate danger of falling out of orbit.

Three Russian astronauts, two Americans and a Japanese are living on the space station.

'What's safest for crew'

"We're going to do what's the safest for the crew and for the space station, which is a very big investment of our governments," said Michael T. Suffredini, manager of the space station programme for National Aeronautics and Space Administration (NASA), during a news conference on Monday, August 29. "Our job is, as stewards of the government, to protect that investment, and that's exactly what we're going to do."

The \$100 billion station has been con-

tinuously occupied for over a decade.

Last Wednesday, an unmanned Russian cargo ship known as the Progress, which was carrying three tons of supplies to the space station, crashed in Siberia. Telemetry from the rocket indicated that a drop of fuel pressure led its computer to shut down the third-stage engine prematurely five-and-a-half minutes into flight.

The Soyuz rocket that lifts the Progress is similar to the Soyuz rocket that takes astronauts to the station, and officials want to make sure they understand what failed on last week's launching and are confident it will not occur again.

Two unmanned launchings of Soyuz rockets are likely to occur before the next set of three crew members head to the space station. That launching had been scheduled for September 21.

The loss of the Progress is of little immediate impact. One of the Russian astronauts is running short of clothes and might have to borrow some from NASA, Mr. Suffredini said.

The current crew has plenty of supplies and could remain in space longer.

What expires, however, is their return trip.

Two Soyuz capsules, each with seats for three passengers, are currently docked to the space station. But the capsules are certified to last only 200 days in orbit, because hydrogen peroxide for the spacecraft's thrusters degrades over time.

The return of the first capsule has been pushed back a week, to September 15, giving NASA and the Russian space agency more time to study their options. Delaying much more than that would run into a safety rule, that the capsules land during the day. The next opportunity would be in late October, beyond the 200-day limit.

The Russians could study whether the capsule's condition could allow a longer stay, but Mr. Suffredini questioned whether that would be wise.

"When you've already been handed one significant challenge, maybe you shouldn't put another one on top of it until you sort that one out," he said.

The other three crew members would return in the second Soyuz capsule in

mid-November. If the problem with the Soyuz rocket had not been resolved, the station would then be empty.

Experiments

Some experiments like the Alpha Magnetic Spectrometer, a particle physics experiment installed last year, would continue operating without human oversight. But other research would get short shrift until the full crew of six returned to the station.

While all of the day-to-day operations can be handled remotely, mission controllers may not be able to handle emergencies that might endanger the space station. "There is a greater risk of losing the ISS when it's unmanned than if it were manned," Mr. Suffredini said. "The risk increase is not insignificant."

With the retirement of NASA's shuttles, the Soyuz rockets will be the only way for people to go to the space station for several years at least. The Soyuz, dating to the 1960s, has been a reliable workhorse for the Russian space programme. — © New York Times News Service

Economic Times, ND 31/08/2011 P-15

Govt Plans Push for Exploration of Rare Earth Minerals

Panel to also encourage recovery of energy critical elements found as byproducts in production of other minerals

MEERA MOHANTY
NEW DELHI

India is planning to step up indigenous production of rare earth minerals, a bit of which can be found in everything high tech - from smart phones and laptops to hybrid vehicles and wind turbines.

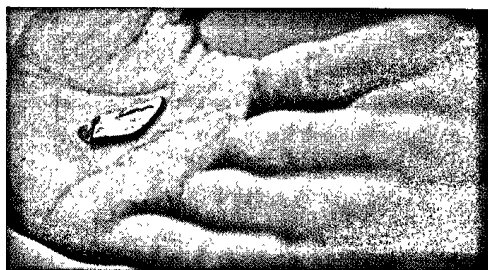
A government panel is currently working on a strategy paper to give impetus to exploration and discovery of rare earth and energy critical elements used in renewable energy, officials from the mines ministry told ET. The paper could lead to a policy on such minerals. India does not have a policy on rare earth minerals so far.

Rare earths as their name implies are not abundant. They became even more critical after Chi-

na, which meets about 97% of the world's rare earth needs, curtailed its exports in 2010 to develop its industries. It has implemented a host measures that could further reduce rare earth exports.

The committee will look into the current availability of rare earth and energy critical elements and decide the strategy for production to ensure long-term raw material security. It will also encourage the recovery of ECE which can be found as byproducts in the production of other minerals.

The committee includes mines ministry officials and representatives of scientific institutions such as Centre for Study of Science Technology and Policy, Bhabha Atomic Research Centre and Defence Research and Develop-



ment Organization.

In India, rare earths are found in monosites, which is reserved for the department of atomic energy. Its mining unit, Indian Rare Earth, had stopped production of

rare earths since 2004. Currently, Indian Rare Earth is setting up a processing plant in Chhatrapur in Orissa with capacity to produce 11,000 tonne rare earth chloride. The plant will be operational

by early 2012.

In China, rare earths are also found in non-radioactive bastnäsite. In India, the exploration mandate for bastnäsite lies with Geological Survey of India.

Several companies are getting into rare earth production in India, anticipating more supply shortage from China. Toyota Tsusho, a part of Toyota Motors, is setting up a rare earth processing plant in Vishakapatnam Industrial Development Zone, with a partial supply of mixed rare earth chloride from Indian Rare Earths. German chemical company BASF and Indian Oil Corporation are also reported to have plans to produce rare earth minerals from catalysts used in petroleum refinery.

RN Patra, chairman and managing director, Indian Rare Earth, a member of the government committee, said that the policy should also incentivize aluminium and lead producers to recover ECE minerals, such as selenium, gallium, indium and germanium.

The export curb by China and rising tariffs of rare earth minerals have prompted several countries to step up initiatives to increase production. The US is rebuilding its rare earths supply chain from mines to magnets points, according to an Ernst & Young report. Even the so-called resource-poor nations such as Japan and South Korea have started sourcing the minerals through direct involvement of government entities to secure supply.

Times of India ND 31/08/2011

P-21

Found: A young star in Earth's backyard

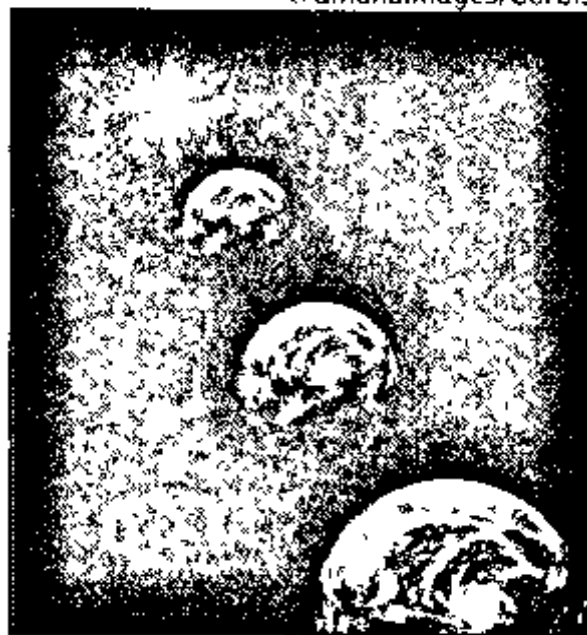
Washington: Planetary scientists claim to have uncovered a new stellar neighbour with the discovery of the closest young star to Earth.

An international team has carried out a research and shown that the star, named AP Columbae, is the closest so-called "pre main-sequence" star, the *Astronomical Journal* reported.

"Pre main-sequence stars are much younger than the Sun. Using telescopes in Coonabarabran, Chile, Hawaii and California we have shown that the faint, red-dwarf star AP Columbae is the closest to the Earth," said Simon Murphy, of the Australian National University.

He added, "For decades it was believed that young

© amanaimages/Corbis



STELLAR NEIGHBOUR

stars only resided in vast star-forming regions like Orion Nebula. These regions are typically hundreds of light years away from Earth. With the advent of accurate, all sky surveys we can now find young stars much closer to home." PTT

Political & Business Daily ND
31/08/2011

P-15

Maharashtra plans education insurance units

MUMBAI, AUG 30

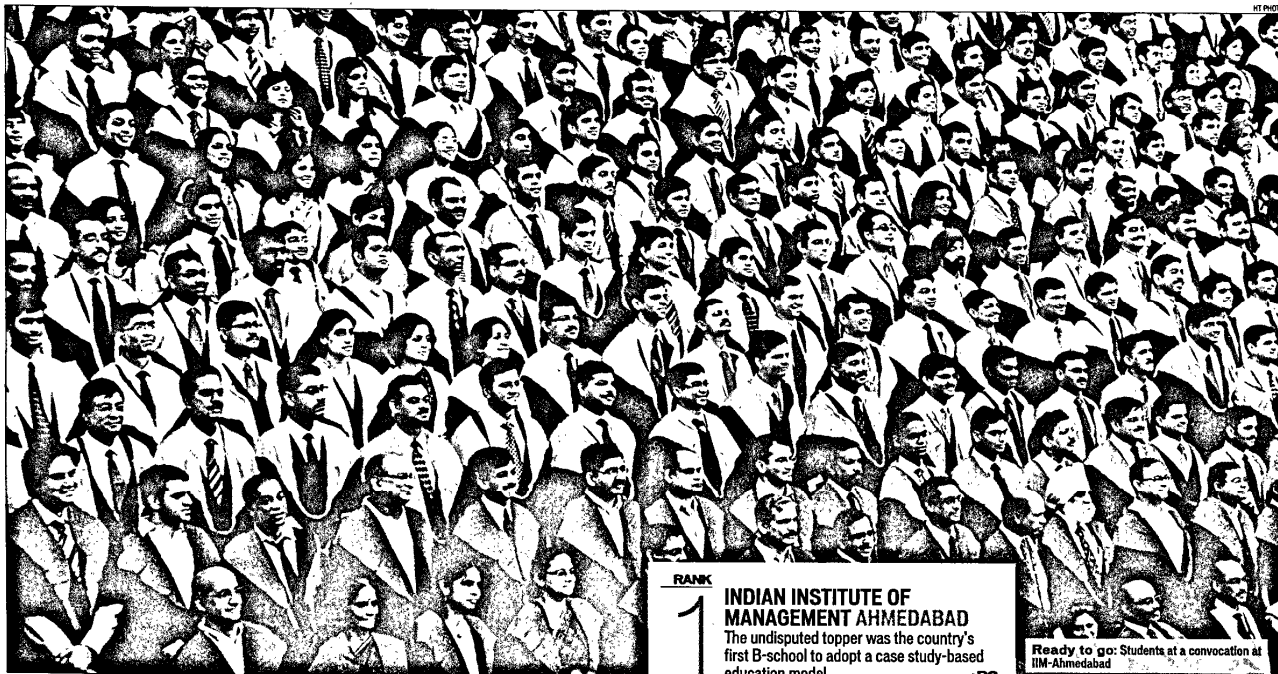
M A H A R A S H T R A
Government is working on an insurance scheme for students of higher and technical education courses which will ensure that their studies are not hampered in the event of the death of their guardians.

Higher and Technical Education Minister Rajesh Tope said the scheme will be applicable to all professional degree and diploma courses like engineering, pharmacy, MBA and hotel management that fall under the purview of his ministry.

He said that either the students can pay a nominal premium on their own or colleges can pay from the 'Students Welfare Fund' to the LIC.

"In case of death of a student's guardian or the head of the family, Rs 4.5 lakh will be given, whereas, in case of the death of a student, the family will get Rs one lakh," he said.

According to the minister, the insurance scheme would prove beneficial in respect of the security of the student's educational prospects. — PTI



Ready to go: Students at a convocation at IIM-Ahmedabad

INDIA'S BEST B-SCHOOLS

The third *Hindustan Times*-TNS Best Business Schools in India Survey shows that institutions are increasingly focussing on social values and ethical behaviour

Arnab Mitra
arnab.mitra@hindustantimes.com

A B.C. It's as simple as that. The top three ranks in the third *Hindustan Times*-TNS Best B-schools in India survey went, as they did in 2009 and 2010, to the Indian Institutes of Management at Ahmedabad, Bangalore and Calcutta.

There's a fair bit of churn after that — sedate near the top but gathering momentum as we go down the list. But more of that later... No new B-schools made it to the top 10 list this year — which also means that no school in last year's top 10 list dropped out of it. But the Indian School of Business, Hyderabad, the two IIMs at Lucknow and Indore, Faculty of Management Studies, Delhi, and XLRI, Jamshedpur, all joined in a game of musical chairs within the top 10 (see Top 50 B-schools on Page 2 for details).

The next 10 places saw four new entrants — IIM-Kozhikode, IMT Ghaziabad, NITIE, Mumbai, and Amity Business School, Noida. Interestingly none of the institutions in the #11-20 sub-segment could retain their 2010 ranks. But despite their dominance at the top, IIMs A, B and C are facing greater competition, most notably from IIM-Lucknow, IIM-Indore and ISB, Hyderabad.

Says Samir Baruah, IIM-A director: "It is a positive development (that the gap is reducing). But foreign universities — once they are allowed to set up campuses in India — will be our main challenge." He adds that the best way to meet this threat is to go global.

Going global and expanding within India are strategies that several schools are following to reach out to ever-increasing numbers of aspiring students and broaden their geographical sweep. ISB, for instance, will shortly open a second campus in Mohali, near Chandigarh.

Interestingly, more now B-schools are now going beyond the nuts and bolts of management theory and focussing on issues like ethics, society and culture.

This trend, in itself, is not new. What stands out, however, is the emphasis that institutes are now laying on these matters.

Today, business is not isolated from government and society. They are all intertwined," says Pankaj Chandra, IIM-B director. "What we teach is management — of private businesses, of public institutions and of not-for-profit organisations."

"XLRI is the only B-school where the study of business ethics

is compulsory in all programmes," says Pranabesh Roy, dean of academics at the institute.

Similarly, the SP Jain Institute of Management & Research offers a "Geeta in management" programme to first-year students, which, according to Ashish Uchil, an alumnus from the Class of 2007, focusses on value-based management principles.

Several institutions are also making it compulsory for batches of students to take up problems faced by slum-dwellers and other disadvantaged groups and devise solutions for them.

"Reinventing ourselves is very important," says Sanjeev Bansal, director, MBA and doctoral programmes at Amity, which debuted in our Top 20 list this year.

Like the B-schools this issue is dedicated to, we too, have tried to reinvent ourselves, though only in small measure (so as not to tread too far away from the format that made our first two B-school surveys in 2009 and 2010 so successful).

Like last year, we bring you in-depth profiles of the Top 10 B-schools in the country, but instead of profiling the dark horses, we've reported on the four new entrants into the Top 20 list, both to emphasise the intense competition among these institutions as they reinvent themselves as also to highlight what they did differently to climb up the ladder. And we've reported on the institute that gained the most — it's up 22 places compared to its rank last year. Happy reading.



Last year's HT Best B-School Survey (above) received a massive response

THERE'S A FAIR BIT OF CHURN AFTER THE TOP THREE. NO NEW B-SCHOOLS MADE IT TO THE TOP 10 LIST THIS YEAR. BUT THE INDIAN SCHOOL OF BUSINESS, HYDERABAD, THE TWO IIMs AT LUCKNOW AND INDORE, FMS, DELHI, AND XLRI, JAMSHEDPUR, ALL JOINED IN A GAME OF MUSICAL CHAIRS WITHIN THE TOP 10

RANK 1
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
The undisputed topper was the country's first B-school to adopt a case study-based education model

RANK 2
INDIAN INSTITUTE OF MANAGEMENT BANGALORE
Business is just one of the many things IIM-B teaches its students

RANK 3
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Apart from academic excellence, the lush campus attracts many

RANK 4
INDIAN INSTITUTE OF MANAGEMENT LUCKNOW
IIM-L plans to enter the global league with international tie-ups

RANK 5
INDIAN INSTITUTE OF MANAGEMENT INDORE
This 'Planet-I' has a history of curricular innovation

RANK 5
INDIAN SCHOOL OF BUSINESS, HYDERABAD
ISB appears to be bouncing back after trying times, thanks to several fresh initiatives

RANK 7
FACULTY OF MANAGEMENT STUDIES DELHI
The institution's 5,000 alumni members are a great asset during the placement season

RANK 8
XLRI SCHOOL OF BUSINESS & HUMAN RESOURCES JAMSHEDPUR
All students here have to study business ethics

RANK 9
SP JAIN INSTITUTE OF MANAGEMENT & RESEARCH, MUMBAI
SP Jain's course has a western connect

RANK 10
JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES, MUMBAI
JBIMS is moving with the times

THE TOP 50 B-SCHOOLS

This year's list has some repeat winners as well as a few dark horses that have shown remarkable progress



The IIM-Kozhikode library

NEW ENTRANTS INTO THE TOP 20

Some B-schools have improved their rankings quite dramatically compared to last year. Here's a look at four of them:

- Indian Institute of Management - Kozhikode (2011: #12; 2010: #21)
- Institute of Management Technology, Ghaziabad (#17; #22)
- NITIE, Mumbai (41B; #30)
- Amity Business School, Noida (#20; #27)

THE BIGGEST GAINER

IIM Bangalore has jumped from rank #64 in 2010 to #42 this time. Find out what it did differently

THE BEST B-SCHOOLS IN EACH REGION

With eight institutions in the all-India top 20, the west clearly scores over the rest of India, followed by the north. The east lags behind but the two biggies make up for the lack of too many quality players there



Students at NITIE, Mumbai

Education CONTEST
Answer the 3 questions and win a laptop

- Which entrance exam has just been discontinued?
a. XAT
b. MAT
c. JMET
- In which IIM would you find Prof Hema Swaminathan?
a. Bangalore
b. Calcutta
c. Madras
- Which B-school is setting up a campus in Mohali?
a. IIM-Ahmedabad
b. ISB
c. XLRI

T&C apply, please visit www.hindustantimes.com
Meet the winner of last week's contest on Page 12

Hindustan Times 31/08/2011 P2

Undisputed topper, as usual

A torchbearer in most aspects, IIM-A was the first Indian B-school to adopt a case study-based education model

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD



Mahesh Langa
mahesh.langa@hindustantimes.com

The Indian Institute of Management-Ahmedabad (IIM-A) has remained the country's top ranked B-school since its inception 50 years ago.

IIM-A director Dr Samir Barua says the institute has, by far, contributed the largest number of CEOs to Indian organisations among all the B-schools in the country.

According to Barua, the institute has probably also produced the largest number of entrepreneurs in the country because over the years, more than 10% of graduates from its flagship post-graduate programme in management (PGPM) have become entrepreneurs.

So what is the secret of this spectacular success?

IIM-A professor Ram Mohan, who recently authored a book on Ravi Matthai (the institute's first director) and the making of IIM-A, writes, "Matthai taught three main aspects to the institute — autonomy, freedom of expression and sense of faculty governance."

Perhaps, it is this sense of faculty governance at the institute, where the curriculum is modelled on the lines of the Harvard Business School, that gives the innovative edge to this perennial topper.

Faculty sets IIM-A apart from other B-schools in the country, but, like its peers across the country, the



Engineered for success: More than 95% of the students are engineers and almost 30% are from IITs

institute has to contend with shortages in this vital segment.

Barua says, "As of now, we have 92 members, but at any given time, five to seven are on study leave or some assignment. Effectively, we have 85 members against a requirement of 125 to 130."

He adds, "On an average, each faculty member takes around 100 classes (each class of 75 minutes having 80 students) per year, which is more or less on a par with global B-schools. Secondly, we have visiting faculty and professionals who take sessions and conduct courses."

Asked about the main challenge the institute will face as the gap between it and other B-schools reduces, Barua says, "It is a positive

development that the gap is reducing. But to me, the main challenge will come from international B-schools, which will set up their campuses in India once they are allowed by the Centre."

He adds, "We will have to go global and, therefore, we are tying up with leading institutes across the globe. As of now, we have over 50 collaborations."

The core strength of IIM-A that benefits its students is a noticeably homogeneous group. More than 95% of the students are engineers and almost 30% are from IITs.

Sanjiv Deb, a second-year student of PGPM says, "I was not sure if I wanted to do MBA when I was studying engineering. But I appeared in CAT (Common

Admission Test) and was called for an interview here. I fell in love with the architecture here and decided to study. It is fun to be here."

Asked about the number of work hours a student has to put in every day, Deb says, "The first year is very tough and if a student gets to sleep five hours a day, it's a luxury. The second year is more relaxed."

Second-year student Divya Suresh, who is not an engineer and has studied at the National Law School in Bangalore, says, "I am probably the only student with a background in law." Asked about any concerns, she says, "Only 10% are female students." The institute does try to induce more girl students, she adds.

Alumnus Vivek Tuteja, who

passed out in 2004 and runs a coaching centre for CAT, says: "My two years at IIM-A shaped my thinking and perspective. It's a great place to study in and broadens your horizon and world view."

He adds, "Besides studies, events like Chaos, Confluence and many other quiz shows are very entertaining and educative at the same time."

IIM-A students vouch for the various clubs — photography, nature, sports and others — on the campus, which provide avenues for engagement.

IIM-A has been a torchbearer in most aspects. It was the first B-school in the country to adopt a case study-based model for education.

The rationale for this is that analysing cases forces students to

factfile

ESTABLISHED IN: 1961

MAIN COURSES: Two-year PG programme in management (equivalent to MBA) (PGPM); two-year PG programme in agri-business management (equivalent to MBA) (PGPAM); fellow programme in management (equivalent to PhD) (FPM); one-year PG programme in management for executives (PGPX, equivalent to MBA)

OTHER COURSES: Faculty development programme for teachers in universities and colleges

COURSE FEE: ₹13.7 lakh for the flagship programme (excluding food bill)

NUMBER OF STUDENTS PER BATCH: 773 in PGPM, which is the flagship programme of the IIM-A

FACULTY-STUDENT RATIO: 1:10

FACILITIES OFFERED: IIM-A has world-class infrastructure in terms of classrooms, dormitories for students, computer centre, round-the-clock library and sports facilities

DAY ZERO PLACEMENTS IN 2011: Not given

TOP RECRUITERS: Goldman Sachs, Morgan Stanley, Merrill Lynch, Tata group, IIL, ICICI Bank, Yes Bank, Axis Bank, Bharati Airtel and ONGC

FAMOUS ALUMNI: Kishore A Chaukar, director, Tata Sons; KV Kamath, chairman, ICICI Bank and Infosys; Som Mittal, president of NASSCOM; Harsha Bhogle, noted cricket commentator

grapple with the same kind of decisions and dilemmas that managers confront every day.

Instead of traditional lectures, in which professors dispense knowledge and students are passive receivers, the case study method creates a classroom in which students succeed not only by absorbing facts and theories, but also by using the skills of analysis, synthesis, leadership and teamwork in the face of real problems.

Under guidance, students work to analyse and synthesise conflicting data and points of view to define and prioritise goals, to persuade and inspire others who think differently, to think through situations, take decisions with incomplete and uncertain information, and to examine the implications of decisions.

INDIA'S TOP 50 BUSINESS SCHOOLS

| Institution | Rank 2011 | Rank 2010 | Rank Change | Student Rank | Faculty Rank | Alumni Rank | Recruiter Rank | Aspirant Rank | Learning Rank | Global Exp Rank* | Resource Rank | Brand Rank | Outcome Rank# |
|--|-----------|-----------|-------------|--------------|--------------|-------------|----------------|---------------|---------------|------------------|---------------|------------|---------------|
| IIM - Ahmedabad | 1 | 1 | ↔ No change | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| IIM - Bangalore | 2 | 2 | ↔ No change | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| IIM - Calcutta | 3 | 3 | ↔ No change | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| IIM - Lucknow | 4 | 5 | ↑ 1 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| IIM - Indore | 5 | 7 | ↑ 2 | 4 | 5 | 6 | 7 | 5 | 7 | 7 | 7 | 6 | 6 |
| ISB - Hyderabad | 5 | 4 | ↓ 1 | 8 | 5 | 5 | 14 | 6 | 5 | 5 | 4 | 5 | 5 |
| FMS - Delhi | 7 | 8 | ↑ 1 | 6 | 7 | 7 | 21 | 8 | 8 | 9 | 8 | 8 | 8 |
| XLRI - Jamshedpur | 8 | 6 | ↓ 2 | 7 | 8 | 11 | 5 | 7 | 6 | 6 | 6 | 7 | 7 |
| SP Jain - Mumbai | 9 | 9 | ↔ No change | 9 | 11 | 8 | 8 | 15 | 11 | 11 | 11 | 11 | 12 |
| Jamnalal Bajaj - Mumbai | 10 | 10 | ↔ No change | 11 | 9 | 11 | 6 | 21 | 9 | 8 | 9 | 9 | 9 |
| Narsee Monjee - Mumbai | 11 | 12 | ↑ 1 | 11 | 10 | 10 | 14 | 24 | 10 | 10 | 10 | 10 | 10 |
| ICFAI - Hyderabad | 12 | 15 | ↑ 3 | 19 | 15 | 18 | 8 | 24 | 18 | 19 | 20 | 19 | 22 |
| IIM - Kozhikode | 12 | 21 | ↑ 9 | 10 | 12 | 23 | 20 | 8 | 23 | 23 | 25 | 22 | 25 |
| K J Somaiya - Mumbai | 14 | 13 | ↓ 1 | 15 | 19 | 22 | 10 | 24 | 15 | 17 | 15 | 12 | 17 |
| XIM - Bhubaneswar | 15 | 14 | ↓ 1 | 15 | 14 | 14 | 14 | 17 | 17 | 19 | 18 | 14 | 18 |
| IIFT - Delhi | 16 | 11 | ↓ 5 | 18 | 16 | 11 | 12 | 23 | 14 | 13 | 18 | 17 | 14 |
| IMT - Ghaziabad | 17 | 22 | ↑ 5 | 30 | 13 | 24 | 13 | 20 | 40 | 41 | 33 | 36 | 37 |
| NITIE - Mumbai | 18 | 30 | ↑ 12 | 13 | 19 | 8 | 24 | 24 | 21 | 24 | 19 | 20 | 20 |
| Symbiosis SIMS - Pune | 19 | 18 | ↓ 1 | 19 | 24 | 17 | 23 | 12 | 13 | 14 | 17 | 13 | 15 |
| Amity - Noida | 20 | 27 | ↑ 7 | 24 | 44 | 16 | 37 | 15 | 35 | 35 | 29 | 31 | 42 |
| Symbiosis SCMHR - Pune | 21 | 25 | ↑ 4 | 29 | 23 | 31 | 26 | 17 | 22 | 20 | 27 | 21 | 23 |
| Symbiosis SIBM - Pune | 21 | 20 | ↓ 1 | 24 | 27 | 18 | 26 | 13 | 17 | 16 | 13 | 18 | 16 |
| TJSS - Mumbai | 23 | 26 | ↑ 3 | 27 | 17 | 36 | 19 | 24 | 24 | 25 | 23 | 25 | 19 |
| Welingkar - Mumbai | 23 | 16 | ↓ 7 | 19 | 25 | 18 | 26 | 40 | 16 | 15 | 16 | 15 | 13 |
| Symbiosis SCIT - Pune | 25 | 29 | ↑ 4 | 30 | 25 | 43 | 35 | 13 | 29 | 37 | 34 | 26 | 29 |
| IIPM - Delhi | 26 | 19 | ↓ 7 | 14 | 31 | 25 | 37 | 8 | 42 | 33 | 36 | 33 | 35 |
| MDI - Gurgaon | 26 | 17 | ↓ 9 | 15 | 33 | 27 | 17 | 32 | 12 | 12 | 12 | 14 | 11 |
| IIM - Ranchi | 28 | 31 | ↑ 3 | 30 | 44 | 34 | 53 | 8 | 20 | 21 | 21 | 24 | 21 |
| Loyola - Chennai | 29 | 33 | ↑ 4 | 19 | 17 | 27 | 32 | 36 | 30 | 28 | 24 | 27 | 36 |
| Shailesh J Mehta - Mumbai | 30 | 43 | ↑ 13 | 41 | 28 | 36 | 16 | 39 | 27 | 29 | 26 | 32 | 24 |
| Xavier Institute of Communications - Mumbai | 30 | 23 | ↓ 7 | 34 | 29 | 14 | 44 | 24 | 28 | 30 | 30 | 28 | 31 |
| Nirma Institute of Management - Ahmedabad | 32 | 28 | ↓ 4 | 24 | 21 | 26 | 44 | 36 | 34 | 39 | 31 | 44 | 45 |
| MICA - Ahmedabad | 33 | 24 | ↓ 9 | 27 | 36 | 27 | 21 | 40 | 39 | 44 | 45 | 39 | 41 |
| Department of Management Studies (IIT) - Delhi | 34 | 36 | ↑ 2 | 19 | 51 | 18 | 11 | 32 | 26 | 26 | 28 | 35 | 28 |
| IIM - Shillong | 34 | 38 | ↑ 4 | 37 | 29 | 36 | 34 | 17 | 31 | 36 | 32 | 34 | 32 |
| Institute for Technology and Management - Mumbai | 36 | 45 | ↑ 9 | 34 | 39 | 32 | 52 | 40 | 32 | 27 | 37 | 30 | 27 |
| NL Dalmiya - Mumbai | 36 | 40 | ↑ 4 | 30 | 42 | 44 | 50 | 40 | 38 | 40 | 39 | 29 | 30 |
| Goa Institute of Management - Goa | 38 | 44 | ↑ 6 | 45 | 46 | 27 | 32 | 49 | 52 | 54 | 50 | 48 | 47 |
| International Management Institute - Delhi | 38 | 37 | ↓ 1 | 47 | 33 | 58 | 30 | 32 | 46 | 42 | 52 | 43 | 43 |
| Sydenham - Mumbai | 40 | 46 | ↑ 6 | 42 | 48 | 35 | 36 | 52 | 25 | 22 | 22 | 23 | 26 |
| XIME - Bangalore | 40 | 39 | ↓ 1 | 38 | 32 | 65 | 29 | 24 | 38 | 34 | 44 | 40 | 33 |
| IFIM - Bangalore | 42 | 64 | ↑ 22 | 58 | 41 | 48 | 54 | 24 | 37 | 31 | 38 | 37 | 34 |
| Balaji IIM - Pune | 43 | 55 | ↑ 12 | 51 | 36 | 42 | 42 | 40 | 43 | 46 | 40 | 47 | 39 |
| TAPMI - Manipal | 43 | 34 | ↓ 9 | 47 | 21 | 36 | 24 | 40 | 33 | 32 | 35 | 41 | 44 |
| Institute of Management, Christ University - Bangalore | 45 | 47 | ↑ 2 | 42 | 35 | 46 | 48 | 40 | 48 | 43 | 48 | 46 | 40 |
| Alliance School of Management - Bangalore | 46 | 53 | ↑ 7 | 38 | 38 | 61 | 61 | 32 | 51 | 52 | 60 | 55 | 66 |
| SIES - Mumbai | 47 | 48 | ↑ 1 | 57 | 39 | 56 | 43 | 52 | 41 | 38 | 41 | 38 | 38 |
| IMS - Ghaziabad | 48 | 42 | ↓ 6 | 52 | 43 | 45 | 61 | 22 | 60 | 53 | 57 | 52 | 58 |
| Bharathidasan (BIM) - Tiruchirappalli | 49 | 58 | ↑ 9 | 45 | 46 | 52 | 47 | 52 | 57 | 64 | 68 | 67 | 54 |
| LBS - Delhi | 50 | 35 | ↓ 15 | 53 | 48 | 52 | 37 | 63 | 59 | 60 | 58 | 70 | 70 |

* IIM-R launched its first course in April last year, but the IIM tag allowed it to score on the basis of perception # Opportunities for high salaries and fast career growth *Global exp = Global exposure
 THE ABOVE SURVEY DATA IS A COPYRIGHT OF HT MEDIA LIMITED, ANY USE OF THIS SURVEY DATA WOULD LEAD TO INFRINGEMENT OF THEIR COPYRIGHT AND MAY RESULT IN LEGAL ACTION AGAINST THE INFRINGER

METHODOLOGY: HOW WE DID IT

Hindustan Times commissioned research agency TNS India to rank the best B-schools in India. To arrive at the ranking, we approached individuals who are closely associated with the 72 B-schools featured in last year's HT Best B-schools in India and recorded their opinions on following perspectives:

- Educationist perspective (25% weightage) - from 111 faculty members of these 72 B-schools (dean / head of institution or heads of departments and key course teachers like HR, marketing, finance, operations, economics, MR)
- B-school product perspective (20% weightage) - from 74 ex-students who had passed out in the last 1-3 years from these 72 B-schools
- Industry perspective (20% weightage) - from 69 HR heads or managers of companies that recruit from B-schools. We interviewed only those managers who had visited at least three of these 72 schools over the last two years
- Student perspective (25% weightage) - from 156 current students of these 72 institutes
- Aspirant perspective (10% weightage) - From 142 CAT aspirants

Their opinions were captured in two folders:

- Overall ranking: The overall ranking was captured for all the institutes Ranking on particular aspects: The opinions were captured on
- Learning experience
 - Global exposure
 - Resource & infrastructure
 - Brand & marketability
 - Quality of outcomes

The ranks have been calculated as follows:

- Rank 1 = Institute with the highest frequency of Rank 1 among all parameters
- Rank 2 = Institute with highest frequency of Rank 1-2 excluding the institute ranked #1 in the previous calculation
- Rank 3 = Institute with the highest frequency of Rank 1-2-3 excluding the institutes ranked #1 and #2 in the previous calculation

This is done for ranking the top 36 institutes. The ranking beyond #36 has been calculated based on the frequency of occurrence of an institute in any of the top 36 ranks after excluding the top 36 already identified through the process above.

A caveat: This HT-TNS survey is based entirely on perception

Staying ahead of the curve

Business is just one of the many things IIM-B teaches its students. The focus now is on management of private businesses, public institutions and not-for-profit social organisations

INDIAN INSTITUTE OF MANAGEMENT BANGALORE



Niranjana Ramesh
niranjana@iimint.com

Like senior technocrats going beyond business and entering public life, the Indian Institute of Management-Bangalore (IIM-B) is now at a stage where business is just one of the many things it teaches its students to manage.

"Today, business is not isolated from government and society. They are all intertwined. Learning to manage one and not the other two is a handicap," says Pankaj Chandra, director of the institute.

"Hence, we wouldn't call ourselves a B-school. What we teach is management — of private businesses, public institutions and not-for-profit social organisations," he adds.

That, according to Chandra, is one of the ways in which the school manages to stay on top despite growing competition from new private and public management institutes.

N Bringi Dev, a faculty member, says, "When IIM-B was started, its focus was on public policy and regulation."

He continues, "When the Indian economy opened up in the early 1990s, it was the first institute to

start a programme on software enterprise management in 1998. This is how the institute keeps upgrading itself. But, we still have a strong centre for public policy."

Students in the flagship post-graduate programme in management (PGPM) undergo a course called business, government and society (BGS), which is quite popular.

Linty K Johny, an alumnus of IIM-B from the class of 2010, who works for Hindustan Unilever in Mumbai, says, "The college also encourages students to take up jobs in the not-for-profit sector by refunding the fees of students who choose to do so. As for me, I chose to do my dissertation on microfinance."

The IIM-B has the maximum intake for any research programme in management. The figure now stands at 125. It used to take in only about 50 students annually till three years ago, but has been increasing its annual intake by 30 every year.

Chandra says, "With increased economic and political awareness, society asks more questions these days and what is required of institutions like ours is research, especially on what is relevant to India, to try and find some answers."

The institute has also expanded its geographical horizons with a specialised programme on business in Africa.

Prof Hema Swaminathan, who handles the course, says, "The course is not about exploiting the resources of Africa, but rather about the developmental avenues available in the continent."

Swaminathan adds, "In class, I compare Africa's experience of

factfile

ESTABLISHED IN: 1973

MAIN COURSES: PG programme in management

OTHER COURSES: PG diploma in software enterprise management, PG diploma in public policy management, executive PG diploma in management, fellowship in management

COURSE FEE: ₹13 lakh for the main programme

NUMBER OF STUDENTS PER BATCH: 1,500

FACULTY TO STUDENT RATIO: 1:11

FACILITIES OFFERED: Modern classrooms equipped with video conferencing and hostels

DAY ZERO PLACEMENTS: Not given

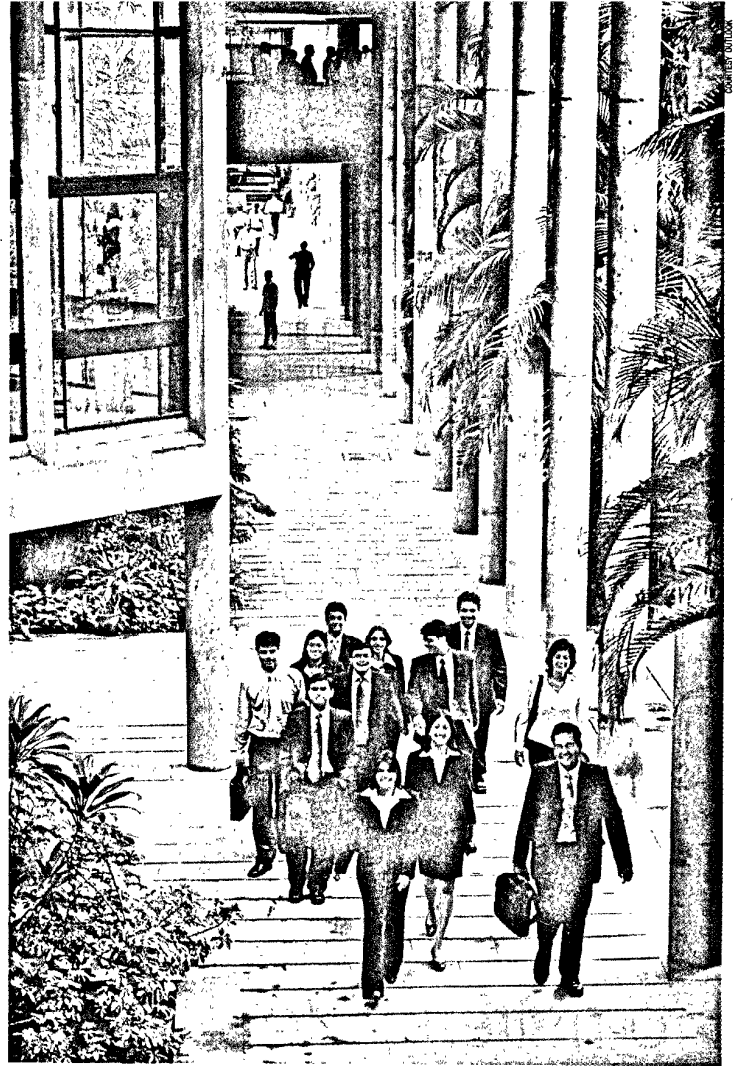
TOP RECRUITERS: Accenture; Bosch; Citigroup; Essar; HSBC; Microsoft

FAMOUS ALUMNI: Dr K Radhakrishnan, chairman, Isro; Nirmala Sankaran, founder, Heymath; Saugata Mitra, CEO, Marico

colonisation with ours and see that a majority of the students are open to that kind of a learning experience."

Chandra says, "With the kind of autonomy we have and the maturity we have developed, we are free to experiment with our curriculum, and draw from our research to continuously develop our curriculum."

He adds, "We feel that it is essential to introduce our students, particularly to under-managed sectors like art and theatre. It is this diversity in our curriculum that keeps us where we are today."



The road less travelled: IIM-B has expanded its horizons with a specialised programme on business in Africa

From strength to strength

IIM-L inspires its students and alumni to be on-the-ground agents of change

INDIAN INSTITUTE OF MANAGEMENT LUCKNOW



Manish Chandra Pandey
manish.pandey@hindustantimes.com

We used to jokingly refer to IIM-L as Hel(L) when we were on campus," says Niharika Mittal from the Class of 2007. Sounds like a strange choice of an appellation for an institution bang in the heart of a city known for its *nawabi tehzeeb* (culture). But Mittal, a senior manager (marketing & alliances) with CL Educate Ltd, is not the only one who remembers Indian Institute of Management Lucknow for its rigorous training. Ankit Dhingra, a class of 2009 alum, currently working with a global beverage major and managing its marketing activities across five countries, recalls: "Our very first lecture at IIM-L was by a renowned and much-feared professor. In the one-hour session, 30 minutes were spent explaining the rules of the lectures, and how students were expected to conduct themselves."

Adds Dhingra, "It was a wake-up call for most engineers, for whom banking classes and walking in late were routine."

Established in 1984, IIM-L has, over the years, earned the reputation of being a tough taskmaster. And the writing is in the topography.

No sooner than you step into the lush 185-acre campus, you see two sculptures — one of Mahatma Gandhi's Dandi march and the other of Lord Krishna preaching to Arjuna

at Kurukshetra. Both are reminders of the challenges a person faces in life. And in keeping with this philosophy, IIM-L keeps its course 'very real'. In 2006, a group of students helped electrify a village that shared its boundary with the institute. Says Professor Susnil Kumar from the institute's Centre for Business Sustainability: "It was probably due to our grooming of the students that 30-odd families of Chakrapurva village could get power. Our students pursued the case with the UP Power Corporation, relentlessly."

Such training pays off the minute a student steps off the campus. As Gangadhar Sulkunte of the class of 2000 puts it, "We had to encounter scenarios very similar to what we see in our professional lives. As a result, we were better prepared." Sulkunte has worked in India and the US for companies such as Cognizant Technologies and Infosys and has now started a mobile health firm, 4th Main Health, in France.

Says Rajesh Garg, 44, a finance director at Tesco plc, UK: "When I was CFO of Cadbury Asia and India, we regularly recruited IIM-L students, who always came across as very balanced and confident, strategically oriented but happy to dirty their hands, too."

Over the years, the success of its students has added to the success of the institution. In the last six years the institute's revenues jumped from ₹17 crore to nearly ₹76 crore. By March 2012, it is expected to touch ₹100 crore.

Devi Singh, director, IIM-L, says he is working on a plan to pitchfork the country's fourth oldest IIM into the global league.

IIM-L, which has 22 global tie-ups, will soon ink a pact with Indiana University's Kelley School of Business. Also on the cards is a tie-up with the University of Connecticut's School of Business.

Speaking of tie-ups, IIM-L also

factfile

ESTABLISHED IN: 1984

MAIN COURSES: Post graduate programme (PGP) in management, PGP in agr-business management

OTHER COURSES: PGP in management for working executives (WMP); international programme in management for executives (IPMX); fellowship programme in management (FPM) - doctoral programme

COURSE FEE: ₹12 lakh for PGP

NUMBER OF STUDENTS PER BATCH: PGP - 400

FACULTY-STUDENT RATIO: 1:5.5

FACILITIES OFFERED: The Institute has a library with a collection of more than 60,000 learning resources in management and related areas

DAY ZERO PLACEMENTS: Not available

TOP RECRUITERS: Accenture, Avendus, Citibank, Cadbury, Deloitte, Ernst & Young, Hindustan Unilever, ITC, KPMG

FAMOUS ALUMNI: Rajiv Sabharwal, executive director and head - retail banking, ICICI Bank; Prabal Chakraborty, group VP Johnson & Johnson

boasts of a strong alumni network.

In 2007, when Nishant Saxena, from the class of 2000 batch, resigned as deputy CFO P&G, to set up Elements Akademia, a Delhi-based firm with the aim of making students industry-ready and employable, major investors were IIM-L alumni and most of the company's advisers are IIM-L professors. "The bonding helped me greatly," says Saxena.

And it's not just the alumni, IIM-L also shares a good rapport with the recruiters. Says Garg, "As a recruiter, you get the best advice on the students to hire. It is a well-oiled process, which students lead themselves as hosts."



Empowering environment: PGP students are able to bid for courses of their choice through an online portal

Idyllic setting, innovative teaching, that's Indore

With more than 900 students on its rolls, it is the largest IIM. And though it may be difficult to believe that students here have a 'life', they disagree

INDIAN INSTITUTE OF MANAGEMENT INDORE



Karan Deep Singh
karandeep.singh@hindustantimes.com

Wrapped in clouds, 22 kilometres away from the hustle and bustle of Indore lies another world. Its inhabitants fondly refer to it as 'Planet-I'. Situated atop the hill Prabandh Shikhar, spread over 198 acres, the Indian Institute of Management, Indore, proudly lords it over the commercial capital of Madhya Pradesh.

This year IIM-Indore (IIM-I) has climbed up two spots in the HT-TNS survey of top B-schools in India. "It's like a dream," says Sharda Karmarkar, 26, a second-year post graduate programme student, referring to the campus.

With more than 900 students on its rolls, it is the largest IIM in the country. The girls to boys ratio is 1:10. And though students remain tightlipped about campus romances, the reality is anybody's guess.

Idyllic setting notwithstanding, it didn't take long for Sharda to face reality. "Classes from day one, loads of homework, tests and assignments, meetings late in the night — it all started with a bang."

Says Kaushalendra Singh, 26, a second-year post-graduate programme student: "Our classes start

from 8.45am. At times, they go on till 9.15pm. In between, we also work on our assignments and case studies. We spend six to eight hours preparing for the next day's lecture."

So what keeps IIM-I ahead? "At IIM-I, growth is a reality and not a one-time phenomenon. For the last two to three years, we have been growing continuously - both in size of the programmes (courses on offer) as well as the variety of programmes," says IIM-I director Dr N Ravichandran.

Apart from progress, the other thing that sets IIM-I apart is its penchant for innovation.

"For instance, we have launched an executive MBA programme, which is at par with the programmes offered by the established IIMs," says Ravichandran.

In another first, IIM-I second year post-graduate programme students are able to bid for the courses of their choice through an online portal designed specifically for the purpose.

Seats to a particular course are allotted on the basis of student's preference along with the availability for the course.

Amidst all this talk of courses, it is difficult to believe that IIM-I students have a 'life', but they claim otherwise.

"Though our classes stretch till 8 pm, we never miss out on fun," says Sumit Kumar, 26, a second-year PGP student. "In fact, the cheering during cricket and football matches at 3 am is so loud that you don't miss a goal even inside your hostel room," he adds.

And it's not the students alone who are having fun. Says KS Ramesh, ex-CEO, CavinKare, who is also a faculty member: "The passion for creativity of PGP students at

factfile

ESTABLISHED IN: 1996

MAIN COURSES: PG diploma programme, PhD programme

OTHER COURSES: Executive PGP, POP-MX, MDP

COURSE FEE: PGP fee is ₹6 lakh

NUMBER OF STUDENTS PER BATCH: PGP - 450, PhD - 50

FACULTY-STUDENT RATIO: 1:10

FACILITIES OFFERED: Library, 24x7 internet, cafeteria, night pantry, ambulance, swimming pool, football ground, three doctors on campus, Olympic-size basketball court

FIRST-DAY PLACEMENTS: 40%

TOP RECRUITERS: Goldman Sachs, P&G, ITC, Yes Bank, ICICI Bank, PwC, and L&T

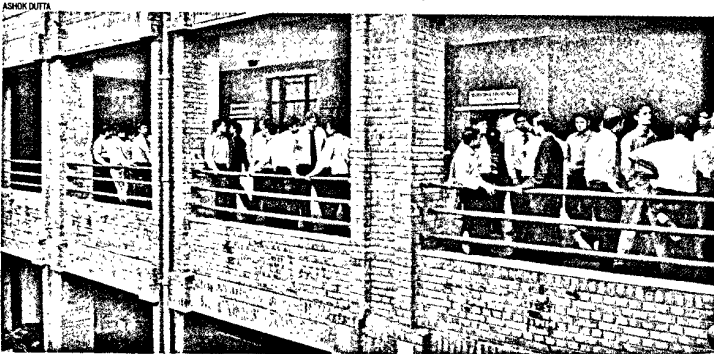
FAMOUS ALUMNI: Abhishek Kuthuria, VP, Citibank; Ravi Seth, VP Polaris

IIM-I combined with the enthusiasm to constantly improve the understanding of concepts makes the teaching process highly satisfying."

The learning seems to be fruitful in every sense, as Abhishek Chatterjee, 25, from the class of 2011 corroborates. "Usually, the placements start early next year, but I had received a pre-placement offer in October 2010."

Says first-time recruiters from IIM-I Arun Bruce, principal, Boston Consulting Group: "This was our first time at IIM-I, and I have to say we were very happy with the quality of candidates we interviewed and recruited. We will be back."

With inputs from Manoj Ahuja



Bonding with the best: Recruiters see IIM-L students as balanced, confident and strategically oriented

Hindustan Times 31/08/2011

Forward march after trying times

The B-school has set an April 2012 date for classes to begin at its second campus coming up at Mohali in Punjab

INDIAN SCHOOL OF BUSINESS HYDERABAD



Ashok Das
 ■ ashokdas@hindustantimes.com

The last two years have not been easy for the Indian School of Business (ISB), Hyderabad.

This April, its founder-chairman Rajat Gupta resigned after his name came up in the Gallson Hedge fund insider trading case in the United States.

Board member Anil Kumar had been the first victim, resigning in January 2010. A year earlier, dean Mendu Ramnohan Rao had to quit in the wake of the scam in Satyam Computers, where he was an independent director.

However, ISB appears to be bouncing back. A second campus is coming up at Mohali, Punjab. The B-school has set an April 2012 date for classes to begin at the new campus.

The vibrant 260-acre Hyderabad campus is located near IT majors such as Infosys Technologies, Microsoft and Wipro.

Faculty members attribute ISB's 'upbeat mood' to Godrej group chief Adi Godrej, who took over as chairman of the executive board some time back. Despite the negative publicity — Godrej insists the scam-

induced resignations did not harm the school's image — ISB continues to be a top attraction for students. ISB gets an average 130 applications for each seat. The school has 29% women students, which is among the highest for any B-school in India.

Founded in 2001 by a group of corporate honchos and academicians keen on creating a world-class school in Asia, ISB offers a one-year post graduate programme (PGP) in management. This programme is not approved by the All India Council for Technical Education (AICTE), which accords recognition for MBA courses in the country.

"We want to be regulated by AICTE, but it believes you just cannot have a one-year MBA programme," says Ajit Rangnekar, dean of ISB. But it's nevertheless, popular. Proof: year after year, both Indian and foreign companies have been snapping up ISB graduates at high salaries and many other B-schools have begun offering me-too courses.

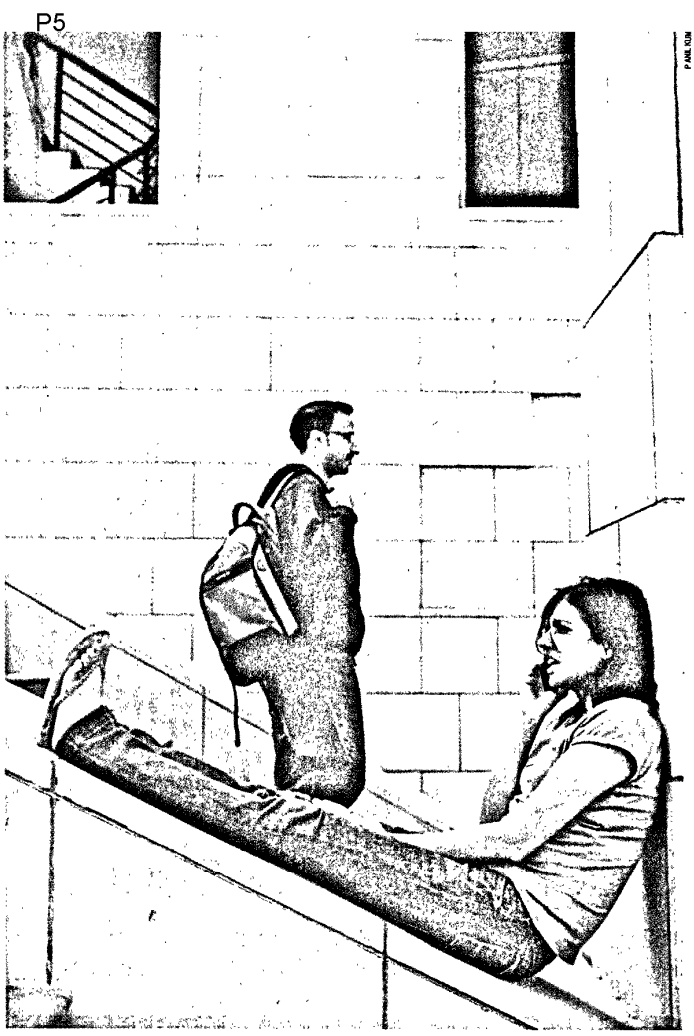
ISB has pinned hopes on the new education policy union minister Kapil Sibal is pursuing. Alternatively, the school is seeking accreditation from the Association to Advance Collegiate Schools of Business International, an industrial body. For now, the school offers international exposure through visiting faculty from abroad and student exchange programmes. ISB has partnerships with 37 leading schools abroad. In January, the Financial Times, London, had ranked ISB 13th on the Global Top MBA list. It also singled out the school for the highest 'salary percentage increase' among the top 100 schools.

ISB has lined up a series of initia-

factfile

ESTABLISHED IN: 2001
MAIN COURSES: PG programme in management
OTHER COURSES: PG programme in management for senior executives, fellowship programme in management
COURSE FEE: ₹20 lakh/\$40,000
Number of students per batch: 770 (after Mohali campus starts in 2012)
FACULTY-STUDENT RATIO: 1:14
FACILITIES OFFERED: Studio apartments for married students, fitness centre, swimming pool, football/cricket ground, courts for squash, tennis, basketball and other sports
DAY ZERO PLACEMENTS IN 2011: None, as entire process takes at least 15 days
TOP RECRUITERS: Goldman Sachs, Microsoft, Deutsche Bank, Condo Nast, Amazon, Arthur D Little, UST Global, Boston Consulting Group, Nomura, Cisco, Citibank, McKinsey & Co
FAMOUS ALUMNI: Vijay Dalmia, director, MLD group, Raphael Hegeler, director strategic initiatives, Dell

tives in keeping with the diverse background of its students — India's first audio book author; a doctor-turned-bureaucrat, an Indian Navy commander and choreographers. "Three aspects give ISB an edge — extremely competent faculty, excellent infrastructure and diverse background of students," says Manish Gupta, Class of 2007. "Also, ISB takes in students who have some work experience. The level of maturity makes all the difference," says Gupta, a deputy general manager with Honeywell in Pune.



Talking point: ISB has 29% women students, which is among the highest for any B-school in India

New entrants into top 20

No glass ceiling

Of all the IIMs, only this B-school has reserved 30% of its seats for women as it believes in building women leaders in business

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

RANK 12 Last year's rank 21

Ramesh Babu
rabu@hindustantimes.com

IM Kozhikode held a training programme for Kerala legislators last week. Chief minister Oommen Chandy and his 18 cabinet colleagues sat studiously in class, honing their management skills. Ministers had to switch off their ever-ringing mobile phones after they learnt of a rule of the institute: Each time their mobile rang, a fine of ₹1,000 was to be paid. Politicians aside, what makes this institute stand out among all IIMs is that it believes in building women leaders in business. With that in view, it has reserved 30% of its seats for women.

"Our aim is to create women leaders for Indian and international organisations," says director Debashis Chatterjee. Women make better managers than men, feels Chatterjee, because they have a deeper understanding of the emotional context of an assignment. A manager needs to have an emotional quotient along with analytical skills, he adds. The institute conducts a full range of courses in management education covering research, training, consulting, grooming and intellectual infrastructure development. And it doesn't mind taking management lessons from others. Five

years ago, Mumbai's dabbawallas taught them a few lessons on basic management.

Located in a panoramic corner of the historical city of Kozhikode (earlier known as Calicut, where Portuguese navigator Vasco da Gama arrived in 1498), the 100-acre campus looks like a sprawling resort. Here architecture blends with nature.

"It instills awareness of responsibility for nature and preserves a culture of trust and value of time," says Neha Gautam, a post graduate student.

Social concern is an integral part of the learning module here. Like many B-schools, it also conducts various community-based programmes. "While all corporate houses eye higher profitability, here we get basic lessons in how to 'stay society back'," says Rahul Jain, another student.

IIM-K students have not belied the faith top-notch recruiters have in them.

"It is one of the key sources of our future leadership," says Srijiv Nair, manager, corporate HR, ITC.

Ravi Ajmera, chief administrative officer (global market centre), Deutsche Bank, says: "We are impressed by their students' maturity and professional demeanour."

The institute has an arrangement with about 60 international schools and 60 top CEOs have visited the campus in the past three years.

On this vibrant campus, bonding is the essence of student life. Friendships survive, with some even culminating in happy marriages.

"Like at the IAS academy, here many meet their partners and solemnise their relationships," explains another PGP student.

The institute conducts a variety of activities, ranging from the manage-

factfile

ESTABLISHED IN: 1996
MAIN COURSES: Two-year post graduate programme (PGP) in management is the flagship course here
OTHER COURSES: Fellowship programme in management, executive MBA programmes, distance learning PGDM programmes
COURSE FEE: ₹10 lakh for PGP
NUMBER OF STUDENTS PER BATCH: 341 (PGP-1st year), 320 (PGP-II)
FACULTY-STUDENT RATIO: 1:12
FACILITIES OFFERED: World-class library and information centre, centre for development of digital libraries, all buildings on the campus are interconnected through a digital fibre optic backbone and it is the first IIM to have undertaken the task of creating an Indian Business History Museum
DAY ZERO PLACEMENTS: IIM-K does not follow a strict slot-based system. Placements are spread over weeks, so it is not possible to calculate the percentage of day zero placements
TOP RECRUITERS: Deloitte, ICICI Bank, Cognizant Technologies, Deutsche Bank, Citibank, PwC and ICL
FAMOUS ALUMNI: Shankar Prasad, VP Citibank, Girish Kathapala, head PMO HSBC and Munir Suri, VP, Walmart

ment festival called Backwaters to various other cultural programmes.

The strength alumni meet. Sangam 2011, saw a number of more than 800 former students.

"Our motto is globalising Indian thought. We are fast emerging as a school of ideas," says the director.

An alumnus Gaurav Sharma, who is currently working with Accenture Consulting, says: "I (IIM-K) is my gurukul. At times I feel like going back to the campus."



Out-of-the-box lessons: Social concern is an integral part of the learning module here

BUREAU



Handy work: The school has the perfect blend of students who have industry experience and those who are starting from scratch

High five on strength of action

The institute has several student-run panels, which form an integral part of management training

INSTITUTE OF MANAGEMENT TECHNOLOGY GHAZIABAD

RANK 17 Last year's rank 22

Shawwal Das
shawwal16@hindustantimes.com

The campus is abuzz with activity. The atmosphere is quite unlike that of a management school. There are multitudes of students who form the crowd, formally clad potential corporate professionals and some others who stand out despite the seriousness of a business school.

The school is a perfect blend of students who have industry experi-

ence and those who are starting from scratch.

"Having sufficient industry experience gives you insight into different aspects of issues that come out in case studies. You get to know and grasp fully well why these cases unfolded in a certain manner. It is wrong to believe that you can't cope if you don't have sufficient experience. But, it gives you that edge over others if you do because then you're buffering your work experience with factual knowledge," Angad Singh, a student at IMT says.

The institute also has several student-run committees, such as HRDay and Make a Difference Foundation — which form an integral part of their management training course at IMT.

Other initiatives such as Tabva recognise and reward the budding managers on their application of theories and ideas in the corporate world during their summer internship programmes.

"These activities contribute to our

all-round development and most of us do it voluntarily because the kind of exposure they provide is unparalleled. In a way, they also ignite that competitive spirit in us," adds Singh.

Since its inception in 1980, the school has risen to great heights through its rigorous curriculum and activity-oriented programmes.

"From a historical perspective, the institute is very different now from what it was earlier. Today, it is all about innovation, energy and practical applications that are IMT. It is also an action-oriented institute and that is something that sets it apart from other B-schools," says Elbeet Banerjee, director, IMT Ghaziabad.

"I was part of the third batch (1982-84) of IMT and I have watched the school grow into one of the finest management education institutions in India. If you look at market trends, then the satisfaction level of employers at IMT has always been very high and this trend continues

factfile

ESTABLISHED IN: 1980
MAIN COURSES: PGDM, PGDM (executive)
OTHER COURSES: PhD, management development programmes
COURSE FEE: ₹11.5 lakh (for PGDM)
NUMBER OF STUDENTS PER BATCH: 420
FACULTY-STUDENT RATIO: 1:16
FACILITIES OFFERED: Hostel, mess, medical insurance
DAY ZERO PLACEMENTS IN 2011: 30%
TOP RECRUITERS: Goldman Sachs, JP Morgan Chase, HSBC, Procter & Gamble, Coca Cola, Infosys Technologies, Deutsche Bank
FAMOUS ALUMNI: Ad guru and lyricist Prasoon Joshi

even today," says Rajiv Karwal, founder of Milagro Business and Knowledge Solutions.

Pitch perfect

Activities such as the NITIE Premier League take learning beyond the confines of a classroom

NITIE MUMBAI

RANK 18 Last year's rank 30

Sucharita Kanjilal
kanj1sueh@gmail.com

Think of a tournament run by a cricket board, in which teams have owners and players are auctioned. Indian Premier League (IPL)? No, it's the NPL, or the National Institute of Industrial Engineering (NITIE) Premier League, an inter-collegiate championship held this year on the grounds of Mumbai's NITIE.

Organising the tournament was not an idle pastime or an escape from classroom study for NITIE students. It was the classroom itself.

Students formed a board of cricket control in NITIE on the lines of the Indian cricket body, Board of Control for Cricket in India (BCCI), and modelled the event after the IPL as an exercise in practical business management.

While the NPL was held for the first time this year, the institute holds Mahamandi, an entrepreneurship event, annually.

"They teach us how to strategise, how to approach real markets and handle situations in a real-world scenario," she adds.

What makes it easier for the school to hold such events is its 63-acre campus overlooking the Vihar

factfile

ESTABLISHED IN: 1963
MAIN COURSES: PG diploma in industrial management
OTHER COURSES: PG diploma in industrial safety and environment management, PG diploma in engineering
COURSE FEE: ₹5.32 lakh for the main course
NUMBER OF STUDENTS PER BATCH: 250-260
FACULTY-STUDENT RATIO: 1:18
FACILITIES OFFERED: Fully air-conditioned classrooms, wireless Internet in hostels, state-of-the-art ergonomics laboratory, health and fitness facilities
DAY ZERO PLACEMENTS: 100% (in 2011)
TOP RECRUITERS: Procter and Gamble, Hindustan Unilever, ITC, Yes Bank
FAMOUS ALUMNI: Dev Bhattacharya, group executive president, Aditya Birla Group

Lake in north Mumbai. This year, the B-school will add a 140,000-sq ft academic block and a 16-storey hostel building that will house 700 students.

"An institution becomes great if it has two things: great students and a great faculty," says Ranjan Chaudhuri, assistant professor of marketing.

"We have some fantastic students who challenge professors, giving us a chance to work harder," he adds. The institute has an enviable record of getting every student a placement every year.

Last year, even though the number of students suddenly increased due to government rules that mandated more seats for reserved categories, it managed to maintain the record.



On the money: For NITIE students, the focus is on real-world scenarios

The best B-schools in each region

With eight institutions in the all-India top 20, the west clearly scores over the rest of the country. South is a distant second

TOP 10 B-SCHOOLS

DELHI/NCR IS GIVING THE SOUTH ZONE A RUN FOR ITS MONEY

| Regional rank | All-India rank | Regional rank | All-India rank |
|---------------|----------------|---------------|----------------|
| 1 | 4 | 6 | 26 |
| 2 | 7 | 6 | 26 |
| 3 | 16 | 8 | 34 |
| 4 | 17 | 9 | 38 |
| 5 | 20 | 10 | 48 |

| | |
|---------------|---------------|
| IIM Lucknow | IIPM Delhi |
| FMS Delhi | MDI Gurgaon |
| IIFT Delhi | DMS Delhi |
| IMT Ghaziabad | IMI Delhi |
| AMITY Noida | IMS Ghaziabad |




IIM-Lucknow

TOP 10 B-SCHOOLS

IT HAS SOME TOP SCHOOLS BUT IS STILL WAY BEHIND THE WEST

| Regional rank | All-India rank | Regional rank | All-India rank |
|---------------|----------------|---------------|----------------|
| 1 | 2 | 6 | 40 |
| 2 | 5 | 7 | 42 |
| 3 | 12 | 8 | 43 |
| 3 | 12 | 9 | 45 |
| 5 | 29 | 10 | 46 |

| | |
|-----------------|--------------------|
| IIM Bangalore | XIME Bangalore |
| ISB Hyderabad | IFIM Bangalore |
| ICFAI Hyderabad | TAPMI Manipal |
| IIM Kozhikode | Christ Bangalore |
| Loyola Chennai | Alliance Bangalore |




IIM-Bangalore

TOP 8 B-SCHOOLS

IIM-C AND XLRI MAKE UP FOR THE LACK OF QUALITY PLAYERS*

| Regional rank | All-India rank | Regional rank | All-India rank |
|---------------|----------------|---------------|----------------|
| 1 | 3 | 5 | 34 |
| 2 | 8 | 6 | 52 |
| 3 | 15 | 7 | 65 |
| 4 | 28 | 8 | 66 |

| | |
|-----------------|-----------------|
| IIM Calcutta | IIM Shillong |
| XLRI Jamshedpur | IISWBM* Kolkata |
| XIM Bhubaneswar | DBM* Kolkata |
| IIM Ranchi** | AIM* Kolkata |




IIM-Calcutta

TOP 10 B-SCHOOLS

AFTER IIM-A AND IIM-I, MUMBAI AND PUNE RULE

| Regional rank | All-India rank | Regional rank | All-India rank |
|---------------|----------------|---------------|----------------|
| 1 | 1 | 6 | 14 |
| 2 | 5 | 7 | 18 |
| 3 | 9 | 8 | 19 |
| 4 | 10 | 9 | 21 |
| 5 | 11 | 9 | 21 |

| | |
|----------------|---------------|
| IIM Ahmedabad | SIMSR* Mumbai |
| IIM Indore | NITIE Mumbai |
| SP Jain Mumbai | SIMS Pune |
| JBIMS Mumbai | SCMHR Pune |
| NMIMS Mumbai | SIBM Pune |



IIM-Ahmedabad

* The #7-TNS India survey of the top 72 B-schools had only eight from eastern India. ** Started operations in April 2010, but the IIM tag allowed it to score on the basis of perception
 * Indian Institute of Social Welfare and Business Management *Department of Business Management *Army Institute of Management *K.I. Somaiya

Unlocking doors to top B-schools

Here's the latest on CAT, XAT, MAT and other important entrance tests

Abhishek Gupta

Every year, lakhs of students appear for the Common Aptitude Test (CAT) and other entrance examinations to get admission to India's top-class MBA institutes with only a few managing to get through. Here's the lowdown on the most important B-school entrance tests:

Connect to CAT

Two years ago, the Common Aptitude Test (CAT) underwent a major restructuring with the paper and pencil test transforming into a computer-based examination. This year,

the IIMs announced yet another change: CAT will now have only two sections of 30 questions each with a sectional time limit of 75 minutes each. The six newly-established IIMs have also decided to do away with the group discussion round. Instead, they will now be conducting a personal interview and a written analysis test.

For XLRI, SP Jain
 XAT is conducted every year by XLRI. There are about 70 B-schools admitting students on the basis of this test, including the SP Jain Institute of Management and Research (Mumbai), Goa

Institute of Management and XIM (Bhubaneswar).

One of the most challenging tests, XAT 2011 saw close to a lakh test-takers. The difficulty level was a notch higher as compared to the previous year's papers. The number of questions remained at 101, divided between three sections. One-fourth of the total marks were deducted for every incorrect answer. Marks varied from 1 to 5 marks per question. Two of the sections, quantitative ability and data interpretation and analytical reasoning and decision making, were trickier and more time-consuming than last year.

The verbal ability and logical reasoning section had 34 questions of 69 marks and was probably the easiest in the entire test. New entries like questions on grammar and vocabulary were seen in

the form of punctuation marks and fill-in-the-blanks questions. XAT concluded with a 20-minute essay of one page. For this, use of simple language was recommended.

To get into FMS

The Faculty of Management Studies, University of Delhi, conducts its own entrance examination. This year saw FMS maintain its previous pattern with 200 questions in four sections carrying a one-mark penalty for each incorrect answer. The paper was divided into four sections - reading comprehension, logical reasoning, verbal ability, quantitative ability - of 50 marks each, with 120 minutes for completing the paper.

Is IIFT the right fit for you?
 IIFT is another popular exam for those seeking admission

to international business at the Indian Institute of Foreign Trade, Delhi. Held in the fourth week of November, the test has a mix of easy and difficult questions. IIFT 2010 had 135 questions. The maximum marks were 100 divided unequally among four sections with one-third of the marks deducted for every wrong answer. The fourth section tested the students' current affairs and general knowledge. Examinees this year were quizzed on public sector banks' brand ambassadors, and women CEOs. Other questions were on

chief guests at republic day parades, location of international organisations, etc. The paper was quite lengthy.

Mastering MAT

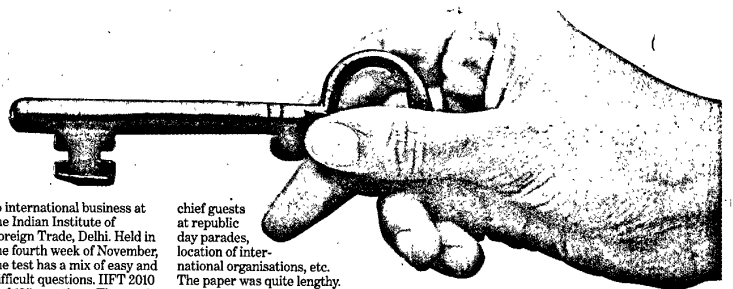
Management Aptitude Test or MAT is conducted four times a year. For the first time in May 2010, students were offered the option of a computer based test with the regular paper-based test. The test had five sections with 200 questions, testing students on a variety of skills, including critical reasoning, mathemati-

cal skills, data analysis and sufficiency, language comparison and general awareness. Some institutes don't consider GK scores as MAT gives a scaled score and it is difficult to interpret the scores based on accuracy in the test.

Though the level of toughness may differ across these papers, the skill sets required to crack various management exams are pretty much the

same. A strong focus on the fundamentals of quant, getting comfortable with numerical data, a good grasp of the English language (grammar and vocabulary), good reading habits, practicing analytical questions coupled with a good number of online mock tests will help you crack these tests.

The author is head, faculty and academics team, CL Educare Ltd



आईआईटी के एमबीए में कैट परीक्षा से प्रवेश

नई दिल्ली | प्रमुख संवाददाता

आईआईटी दिल्ली, कानपुर, खड़गपुर, चेन्नई, रुड़की और आईआईएससी, बेंगलुरु में आगामी वर्ष से छात्रों का चयन कैट परीक्षा के आधार पर देगा। इससे पहले ये संस्थान छात्रों का चयन संयुक्त प्रबंधन प्रवेश परीक्षा (जेमेट) के आधार पर करते थे।

इन संस्थानों द्वारा कराई गई समीक्षा में सामने आया कि जेमेट परीक्षा का प्रारूप कैट से अलग नहीं होता है। आईआईटी चेन्नई के मैनेजमेंट विभाग के पूर्व प्रमुख एल.एस. गणेश ने कहा कि आईआईटी और आईआईएससी द्वारा लिया गया ये फैसला बढ़िया है। इससे छात्रों का दबाव कम होने के साथ-साथ उन पर पड़ने वाला आर्थिक बोझ भी कम हो जाएगा। कैट परीक्षा का स्तर बेहतर होता है और इसका प्रारूप सभी लोगों को स्वीकार्य है। उन्होंने कहा कि आईआईएम प्रबंधन के क्षेत्र में एक बेंचमार्क बन चुका है ऐसे में कैट परीक्षा

28 तक रजिस्ट्रेशन

कैट परीक्षा 22 अक्टूबर से 18 नवंबर तक आयोजित की जाएगी। ऑनलाइन रजिस्ट्रेशन 17 अगस्त से शुरू हो चुका है और 28 सितंबर तक चलेगा। कैट की परीक्षा में तीन की जगह सिर्फ दो सेक्शन होंगे। पहले सेक्शन में डाटा इंटरप्रिटेशन और क्वांटिटेटिव एबिलिटी के बारे में पूछा जाएगा और दूसरे सेक्शन में वर्बल एबिलिटी और लॉजिकल-रीजनिंग से जुड़े प्रश्न होंगे।

की स्वीकार्यता को लेकर किसी भी तरह का संदेह नहीं है। कैट 2011 परीक्षा के संयोजक प्रोफेसर जानकीरमण मूर्ति ने कहा कि यह एक बेहतर शुरुआत है। इससे दो प्रतिष्ठित संस्थान एक साथ परीक्षा के लिए आए हैं। इसका फायदा दोनों संस्थानों को होगा।