

PERFORMANCE AND PROGRESSIVE CHANGES IN MBA

CSR-GHRDC B-SCHOOL SURVEY 2008



M.P. Sinha
Executive Director,
GHRDC



Vice Admiral (Retd.)
Venkat Bharathan
Indian Navy
Sr. Advisor-GHRDC

“THE YEAR THAT WAS AND THE FUTURE THAT WOULD BE”



We once again look at the VALUES & VISIONS OF MBA Education-the year that was and the future that would be. The essence of our survey this year has been to focus more on the actual and visible performance of an institute. GHRDC has continued to strive to avoid pre-empted perceptions, biases and prejudices in our survey methodologies. Our survey results and outcomes are based on verifiable facts and measurable qualitative parameters.

In the present scenario, the globalisation is expanding the definition of management education at a fast pace. The concept of every subject is changing and improving too. Similarly, in our survey also substantial changes have happened over time. As a result, all the schools have shown notable progress across the span and spectrum of management education in India by adding and innovating novel features in their ongoing activities.

We are continuously monitoring our survey scheme so as to set appropriate standards for support and success of B-Schools. We look at the survey as mentoring the action of B-Schools. The mentor does not have pedagogical book to make successful mentoring, it is the constant research that brings best results. Similar is the case with GHRDC.

We are indeed pleased to note and report that all this has been made possible because of the positive response of the schools

to our interactive feedback on the respective areas where each school needs to improve.

The highest priority of the survey has been to evaluate the intellectual capital of an institute and faculty forms the backbone of it. The faculty has the credit of fostering students while the latter are real proof of the outcome and output of every school. Our in-depth interaction with both faculty and students gives us a palpable sense and feel of what the institute is all about and helps us validate our findings, research and the claims of the schools.

We are focusing on the strengths and overall development of an institute. It was observed that although their rankings may not have significantly changed, most of them consistently show qualitative and quantitative improvement across all spheres. Interestingly, all institutes are yet unique and different from each other.

We believe that institutes have faith and confidence in GHRDC Survey because of its transparency and measurable parameters used in the methodology. Their confidence of participation was aptly demonstrated by them willingly providing detailed information and comprehensive data.



IIM Ahmedabad yet again continues to be the torch bearer and leader in the field of management education. It is indeed the hub of research and case study. The quality

of course and curriculum design has been of a high order. Its vindication has come from its leading position in CTC and placement offerings.

This year also saw shift in ranking positions due to inclusion of new top schools and a few others who have climbed the ladder by their performance. For example, IIM Calcutta came within the top ten resulting in XIM Bhubaneswar slipping into the 11th place. This shift, however, in no way implies lack of effort or dilution in performance. Similarly, some other

schools have also improved their positions due to their better performance. Examples are FMS, Delhi; NIILM, New Delhi; IBA, Bangalore; KJ Somaiya Institute of Management Studies & Research; IHMR, Jaipur; IRM, Jaipur; Kohinoor Business School & Centre for Management Research, Khandala; NSB, New Delhi; AIMS, Bangalore; Acharya Institute of Management, Bangalore; Institute of Business Studies & Research, Navi Mumbai; Guru Nanak Institute of Management, New Delhi; Delhi School of Professional Studies and Research, New Delhi; Bharatiya Vidyapeeth's Institute of Management Studies & Research, Navi Mumbai; Pillai's Institute of Management Studies & Research, Navi Mumbai; Institute of Management and Information Science, Bhubaneswar; Maharishi Markhandeshwar Institute of Management, Ambala and few others. We believe that this is a very encouraging and positive development as the overall datum of performance will go up every year. Moreover, there cannot be any scope for complacency by any school as its position is never assured but one for which it needs to constantly strive for.

A few schools, which participated last year, dropped out of the survey. However, a few new schools including Shailesh J Mehta (IIT Mumbai), XIM Bengaluru, IME Ghaziabad, BIT Mesra and DMS NIT Tiruchirappalli participated in the survey. Interestingly and importantly these schools figured among the top fifty schools. This also may have had an effect in shifting of rank positions vis-a-vis that of last year.

JK Business School, which is newly established, emerged as one of the promising schools among the top 100 B-Schools of India.





from Knowledge to Education to Vocation and then on to a Calling is happening.

Looking at the spectrum of the curriculum adopted by many top institutes in the survey undoubtedly proves that management education curriculum really has no boundaries. It was noted that not only IIM Ahmedabad but all top schools, one way or the other, expanded the scope and dimensions of the curriculum.

Connected to the above are methods and techniques of teaching that are relevant and pertinent. Indian management schools are not lagging behind

in their efforts in practising these systems. Our survey reveals that many schools have sponsored their faculty to participate in the Harvard case study workshop.

Teaching techniques and methods were also given due weightage in assigning qualitative value. Case study/ research methodology has taken a lead in preparing students to become successful managers. Studies on leadership and out of the box lateral thinking are gaining importance.

Going by the trend in management education in India in elite schools like IIM A and other top 25 B-Schools, it is the engineering and technology students who seem to make the most of their MBA degree.

There has been nearly an average increase of around 30% or so in the CTC from last year to this year. The highest average CTC this year is 17.81 lakhs compared to 13.7 last year.

We also noted a very interesting equation between entrance examinations and placements. Our survey finds that students qualifying through CAT/ XAT/IIFT/FMS get higher CTC offerings.

No Boundaries in MBA Curriculum and its Relevance?

The implosion and explosion of the ever-changing requirements across the full spectrum of MBA have widened and expanded the academic horizons. Many are discovering the vast expanse of opportunities, methodologies, teaching techniques, proactive participative class room environment, case study processes, field visits, industry networking and changing the dynamics in MBA academia. The gradual shift

in their efforts in practising these systems. Our survey reveals that many schools have sponsored their faculty to participate in the Harvard case study workshop.

Teaching techniques and methods were also given due weightage in assigning qualitative value. Case study/ research methodology has taken a lead in preparing students to become successful managers. Studies on leadership and out of the box lateral thinking are gaining importance.



Management/Faculty Development Programmes

We look at the holistic performance of an institute both from the MBA programme aspect as well as the full gamut of its performance as an institute.

In this year's findings we observe a quantum increase in number of MDP/FDP programmes conducted by many B-Schools. The resultant emphasis on overall grooming and rounded education would be a catalyst for the students as well as faculty to face the real world both in national as well as international perspective. B-Schools have to be a place of happenings and activities. MDP is one of the significant processes which not only bring managers in contact with the Institutes but also helps in generating much needed funds.

Faculty Strength

The role of the Management guru is universally acknowledged. Faculty is at the core of the entire span of management education. Effectiveness is fully dependent on this critical proactive aspect to determine the quality of the



management institute. Our survey examined the preference of the B-Schools regarding the desirability of the doctoral degree, faculty experience and industry experience. We are happy to note that all top institutes have a reasonably good strength of doctorates. It is our core belief that the more PhDs in a B-School better would be the aggregate quality of intellectual capital. Consequently the overall quality of academia and curriculum management would be highly salutary. At the same time, there has to be a good and equated balance between theory and practice in imparting a well-balanced management education. Our survey has given this a high weightage in rating and ranking B-Schools.

We note that this year has seen a significant shift in the composition of faculty. Considerable numbers of experienced, industry and corporate executives have joined many B-Schools as faculty. GHRDC welcomes this shift from the aspect of both credibility and practicality for the fresher MBAs of all terms.

Over dependency on visiting faculty is another area that is debatable. While some percentage of faculty augmentation by way of temporary teaching staff is unavoidable, schools do have to make concerted efforts to ensure adequacy of permanent faculty and meet all laid down criteria.

Initiatives towards Soft Skills /People Skills

Our interaction with recruiters reveals that professional skills alone cannot optimize the value of the MBA. There has to be healthy and good balance between IQ and EQ. Aptitude, attitude, behaviour, dress sense and code are all highly valuable assets that are very much in demand. GHRDC in its visits to schools has noted significant improvement in students in terms of their communication skills, confidence,



body language, reasoning logic, dress code and sense. It appears that efforts and influence of schools are finally paying off.

We find that more and more B-Schools are setting up innovative methods of imparting soft skills to their future managers. There is emphasis on team work, communications, client relationship management, customer services, business awareness, goal achievement and problem solving orientation techniques, the art of negotiation and ethics of conduct. Students are being exposed to the value of positive attitude, and behaviour. Business etiquette is being discussed in a participative atmosphere. We have given due weightage to this aspect in our survey to determine quality of students and their output.

As an example **Rai Business School, New Delhi** has been inculcating 'Life Skills for Life' among the students. **Lal Bahadur Institute of Management, New Delhi** and a few others too have set up programmes to impart effective soft skills and rounded education to their MBA aspirants.

Admission Criteria

Many institutes have tightened their admission criteria. They have their own selection norms. GHRDC welcomes this move as it not only widens the scope of opportunity but more valuably creates a wider level playing field.

The emphasis of the selection criteria is no more on results of CAT/MAT. As an example, Symbiosis Centre for Management and Human Resources Development, Pune, has a unique system of tracking the strength of the student since 10th Board apart from CAT and industry experience. They also conduct their own entrance examinations. This has also been considered by us to evaluate the quality of intake of students for MBA programmes.



Presence of Students with Engineering/ Industry Background

Most top schools are reflecting the presence of engineering/industry experienced students in their rolls. The details of the students' profiles analysis shows it is the engineering and technology students with experience who make the most of their studies. Their understanding of management seems to be more facile and easy.

Non-engineering MBA students who are equally determined to do well seem to excel in their output. Ultimately, it is individual performance and effort that matters irrespective of one's background. We also believe that every good B-School should have a healthy mix of engineering and non-engineering MBA aspirants.

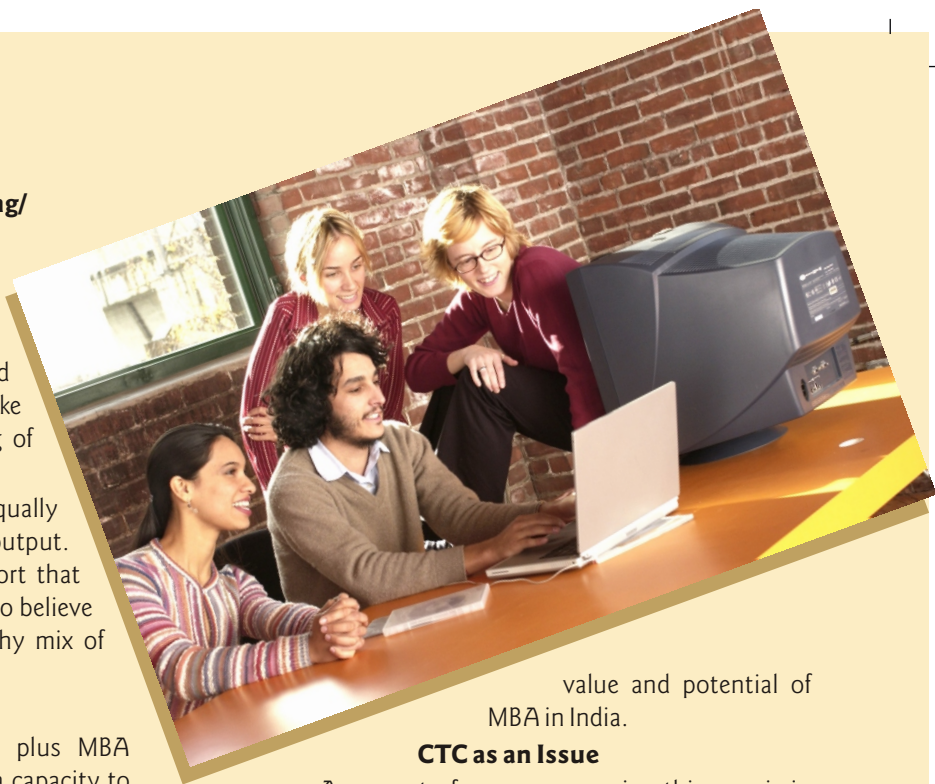
Placement Overview

Our studies show that every year a lakh plus MBA graduates readily get jobs. Any employer with a capacity to pay between Rs.2 lakhs to Rs.18 lakhs can employ an MBA. This widened scope provides opportunities with great flexibility catering for varying needs.



The rapid increase in the number of institutes and private MBA institutes is indicative of good job prospects. Resultantly the number appearing in CAT, applying for admission into top MBA schools like IIMs have all registered a quantum increase.

The growing presence of multinational corporations, the development of Indian industry, the ingress of foreign banks and the demands of rural India, all point towards the immense



value and potential of MBA in India.

CTC as an Issue

An aspect of concern emerging this year is in the "CTC" figures. It appears that some B-Schools believe that quoting exaggerated CTC achieved would attract more students while they really need to focus on a host of other important issues.

The other aspect of CTC is the actual cash in hand. Employers and schools both have to take a realistic and practical view of the salary that the employee would actually receive and whether that would be enough to make both ends meet.

Male to Female Ratio

CSR-GHRDC Survey also looked at the status of women both from students and faculties without giving any weightage in the ranking in the survey. Presence of women is increasing year by year which is perhaps an issue of global economy. Today faculty and student male-female ratio in top participating B-Schools is 65:35 and 66:34 respectively. We are confident that the male to female ratio is well on the way up. In the future we propose to give this aspect weightage to highlight gender balance and thereby drawing attention to this significant aspect.

Additional Features of CSR-GHRDC Survey 2008

The survey focused on two major and significant features, i.e., the need for B-Schools to develop the spirit of entrepreneurship and to prepare future managers to support the social/rural sectors

The Rise of the Entrepreneurial Spirit

The spread of entrepreneurial spirit in B-Schools has registered a sharp upward curve. A few good schools have set up entrepreneurial excellence centres. XLRI Jamshedpur this year conducted a large B-School contest for consulting, entrepreneurship and business strategy.



MATS Institute of Management & Entrepreneurship

Bengaluru has an innovative Business Incubator in the country. Fifteen companies have been incubated with an aggregate investment exceeding Rs.5 crores. Their combined turnover exceeds Rs.27 crores. Similarly, Symbiosis Pune and a few other institutes have created

entrepreneurial centres of excellence and foster programmes.

Perhaps due to the initiatives highlighted above, a very significant number of students are opting entrepreneurship as a career this year as opposed to employment. Our result reflects approximately over 116 students are opting for entrepreneurship which accounts for 3% plus from the 3,869 students of top 25 B-Schools.

This phenomenon augurs very well for our country especially at a time when MBAs are sought after by potential mega employers. This spirit of enterprise, apart from wealth creation potential, will also bring in innovation, new ideas and out of the box approaches and take full advantage of India's fertile ground that has:

- Diversity even in our unity,
- Valuable human capital,
- Immense market and business opportunities.

This is bound to increase national self-confidence as well as cost effective concepts. We are indeed glad to be part of this new and inspiring movement. We not only affirm our support for these initiatives but would also be willing to act as facilitators wherever our intercession is needed.



Social Sector Responsibility

Our research shows that several schools have taken concrete measures in spreading awareness and initiatives in this sector. Formalised interaction with NGOs, Self Help Groups and Foundation funded projects all fall in this ambit. A good example is **SVKM's NMIMS University, Mumbai** that has set up a Diploma Programme in Social Entrepreneurship. Institute of Rural Management, Jaipur is a forerunner in developing "Rural Management" as a scientific discipline. Today most Case Studies available on "Rural Marketing" are outcome of the large scale field-based management research studies conducted by IRM.

We all know that rural India of nearly 8,00,000 villages await the dawn of the rural MBA in right earnest. Corporate, industry, Central/State Governments, MBA academia all have to continuously join hands and chart a strategic course if our villages and towns are to be given the true benefit of rural MBA.

Holistic Performance

In order to capture the measurable quality of management education, the data of this survey was also analysed on the basis of all round performance. Institutes were rated and ranked accordingly. Only ten schools managed to accomplish the qualifying holistic standards. Our write up on this under the heading "Ranking of Top B-Schools based on Overall Holistic Performance" is relevant.

Curtain Call

CSR-GHRDC Survey always aims at examining systems and people for success and not for failure.

Our survey story has no end or beginning. It is a continuous process that seeks avenues of improvement, success and overall improvement in the MBA standards of India.

We believe that the MBA Universe of our land is on the right track. Undoubtedly, it will reach the Global MBA portals. When is always a question?

We know that this has no easy or ready answers. It has to be an interactive evolution with openness, synergy and a will to improve.

Our role is that of a catalytic medium that is objective, transparent, futuristic and supportive.

This is our core belief.