

# The CSR-GHRDC B-School Survey Separates BEST from REST

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The number of MBA aspirants, B-Schools, courses, recruiters and the emanating confusion require an ordering. The CSR-GHRDC together present a survey that not only separates the Best B-Schools from the rest, it also identifies factors that determine this. In the process it provides all stakeholders (aspiring students, recruiters and B-Schools) quality information to do their own selection.

Over a lakh students take admissions in the 1100 odd B-Schools. Appearing for CAT, MAT and other entrance exams, followed by group discussions and interviews they manage to get admitted in an institute. Many times this is by choice and many times by compulsion. The CSR-GHRDC Business School Survey provides the aspirants and their guardians data to make intelligent choices. Which is the right B-School for them? The

study also presents a simplistic tool grid which will enable students to make their own choices based on their individual priorities. The survey thus is not only about ranking alone but also about empowering the student.

Even though the survey does not study all the B-Schools in the country, it covers all types of institutes viz. university departments, autonomous institutes, and private institutes. The B-Schools,

their performance on various parameters, salaries, recruitment percentage, etc can all be gauged from this exercise. This would aid recruiters in assessing which institutes will fulfill their requirements and at what costs.

Another aspect of this study is to help management institutes assess their own strengths and weaknesses. It also aims to instill a factor of competition among institutes to strive ahead in this 'race of the best'. It urges them to differentiate themselves by building innovative practices, develop curriculum that addresses the needs of the industry and aspire for global standards. This would lead them to attract better students, teachers and recruiters, and eventually building a brand for themselves.

## The Story of the 100

The data collected, normalized and scored according to the methodology is presented not only for the top 10 institutes subsequently for a selection of institutes from across the entire

set of 100. Each of the institutes is trying to establish itself and move higher up in the quality scale. This puts pressure on the institutes above to not only maintain their quality but keep improving. As the **Figure-1** below shows, the quality of management education is a pyramid with a few top performers and a broad base of average performers. This quality pyramid is inversely proportional to the quality and percentage of placements in the institutes. While the top usually have 100% placements, the bottom sometime do not have even 25% placement record.

The CSR-GHRDC survey identifies that the bulk of management trainee need is filled by the lower rung schools. However the average remunerations offered in this group is much lower than the top ranking schools. Only a handful of

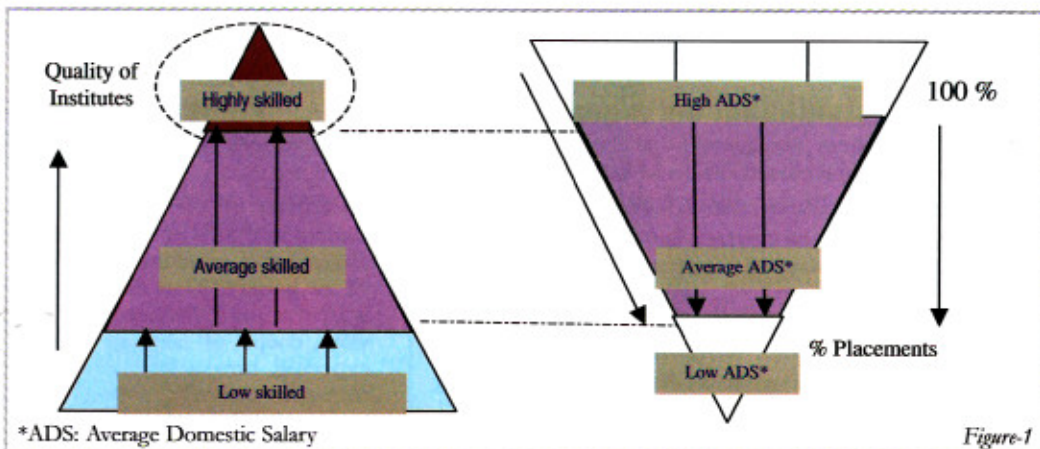


Figure-1

Institutes in the top bracket manage to attract recruiters that offer average domestic salaries of rupees seven lakh and above. Another aspect about recruitment is that a company may often visit two levels of B-Schools. From the higher ranking ones, a couple of students are selected with higher salaries while from the lower ranking ones larger number of students are selected with average salaries. The recruiters have identified that they need trained B-School graduates at two different levels. A good example is the marketing section of a company, where only a few are selected to be trained for overall Marketing, a larger number of B-School graduates are selected as sales executives. B-Schools that along with theoretical knowledge equip their students with strong soft and people skills are able to attract recruitments. This presentation is to help stakeholders get an assessment on all aspects for the entire range of B-Schools.

## The Factors And The Ranks

Following are some interesting and distinct observations from the survey. From each of the key parameters, some interesting observation is provided to give the stakeholders a quick yet informative glance into the entire exercise.

### Infrastructure

Infrastructure is the base on which a good education environment can be built. It comprises both physical and educational infrastructure. While space is an important parameter in ranking a B-School on infrastructure, it does not mean a sprawling campus in acre would result in a better ranking, it's rather an adequate and optimum utilization of the space which is more important.

- Large physical infrastructure is not good but effective utilization of it is essential
- Hostels are a definitive advantage, on campus always a better option

A distinct feature of the top twenty management institutes is the presence of hostel facilities on the campus. Residential facility with twenty-four hour access to educational infrastructure (books, computers, internet, and even faculty) and interaction among students does seem promote a better learning environment.

### Faculty, Research, Consultancy & Other Programs

B-Schools as part of the academic setup are institutes set for knowledge dissemination as well as knowledge creation. By building business management skills in students, the institutes ensure proper dissemination of business management knowledge. Added to this, the research conducted by the

- B-Schools are centers for disseminating as well as creating knowledge
- B-Schools need to impart interpersonal and soft skills
- Top institutes attract higher packages because they impart better skills

faculty ensures creation of new knowledge. Management, a constantly evolving discipline, requires that institutes keep moderating their curriculum to remain abreast with the changing demands of the industry. Recent induction of soft skills and personality development as part of education curriculum is one such step. The top ranking institutes have ensured that they incorporate these and it is reflected not only in the number of recruiters but also by the pay packages. Case studies, interpersonal skill development, industry interactions and technology advances are some essential ingredients of present day management education..

### Admission, Curriculum & Delivery System

An institute success lies in attracting the best students and providing them with a nurturing environment. The stress on CAT is to ensure that students with certain aptitude level and knowledge get admission. A good batch of students is more than half the job done.

- Better Intake! Better Results!
- Work experience is a plus
- Percentage of engineers high among the top B-Schools

It is observed that Institutes believe that the principles of management theory and their application is better grasped by students that have had some industry exposure. Thus most top ranking institutes have an inclination for students having work experience. Engineering is by far the most preferred background of aspiring students, and most top B-Schools have a higher percentage of engineers. This does raise a broader question for engineering institutes on the inclusion of management education aspects in their curriculum (most IITs have started separate schools).

### Networking & Innovation

Among the cluster of low ranking institutes this set of variables is a differentiating factor. This parameter measures the level of interaction between the institute and the industry and how it innovates to address the changing demands of the industry in its curriculum.

A higher interaction will ensure the institute is better positioned to meet industry requirements, thus improving the opportunity available to its students. The study emphasizes that if institutes need to create a mark for themselves they need to differentiate themselves by providing innovative methods of skill development. This parameter is important for students in differentiating institutes that help them build skills that would last them life long from those that would rather have them cram books to get good marks.

### Placement & Industry Interface

The long term benefits of management education is underlined by the growing demand for it, however for a student in the short run, the only outcome that matters is the placement. A good break in a good firm (a high salary package, all the better)! Thus the question that they have is how likely is a particular B-Schools where they spend two years of hard work, couple of lakhs in fees and other costs give them the expected break. Pay packages, international placements, management consultancies, etc., are the most talked about aspect of B-Schools. It is another story that there were only 296 international placements this year from among the 100 B-Schools Survey (close to 2.6%). High salaries are also more of anomalies, as most graduates are placed in with salaries below 3 lakh. Many do not get placed at the time of graduating. Similarly companies look at their requirements at multiple levels, not always is this need filled by the top tier institutes. Most times the bulk recruitment happens from the lower down schools.

Both for the student as well as the recruiter it is essential to look at the cost of education and the expected return to identify the right B-School for them.

### In Conclusion

The analysis presented here is only to provide all stakeholders to use this set of data and make appropriate choices. This study by objectively evaluating the level of management education in India has put forth important comparative benchmarks. This analysis only identifies glaring factors that separate the best from the rest.