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**ENGINEERING**  
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**LARGEST LISTING OF RATED B-SCHOOLS INSIDE**

**INDIA'S BEST**

RANKING  
RESEARCH  
COLUMNS  
FEATURES  
OPINIONS

**50+**

DIRECTORS  
SPEAK TO YOU  
AND MORE....



**SCHOOLS  
2018**

**PLACEMENT INSIGHTS 2017** MBA SPECIALIZATIONS THAT LAND YOU A JOB

# WHAT DOES THE RANKING TELL THE STUDENT?

With over 30 B-School rankings in the market, a general fatigue has set in the minds of students with respect to their veracity. We explain what makes Careers360 ranking and rating different and useful...



**T**his is the eighth edition of the Careers360 ranking of B-Schools and by far the largest with nearly 285 institutions rated. With NIRF coming on board, the role and relevance of private ranking initiatives have come under increased questioning.

### How does our rankings differ and what is its relevance?


Though NIRF remains the biggest public ranking agency, it still remains a voluntary participation programme and the big 30-odd schools are yet to participate in the ranking. The absence of top schools from its 100 list (it is 50 ranks and 50 range rankings) is its biggest lacuna. Even if NIRF becomes mandatory as long as it restricts itself to top 100, it does not serve the student's purpose since collectively the top 100 schools at best can accommodate 30,000 seats.

Careers360 is the only private organisation which does not rank institutions based on participation. We rank and rate every institution that is in the consideration set of the student. We are also the first player to group institutions into clusters. And even if an institution does not participate explicitly in the ranking

process, we still list the same in the 'missing schools list' under its relevant cluster so that the student is aware that these many schools will be part of the same cluster in case they had participated in the programme.

### How to read this rank sheet?

Any rank sheet is an aggregation of certain parameters that in our minds constitute/contribute to the educational experience. And the relative weights we accord is a function of the importance we attach to that component. For example, quality of intake is never a factor in the NIRF ranking, while it counts for 10% in our ranking. Most students in our experience do not bother about research and publications, but it does form an important part of many

ranking processes. So, it is imperative that the student reads these reports with certain scepticism. This is an indicative list and the clusters within which an institution is located matters the most. The group of institutions in one cluster more or less offers a similar level of educational experience and that is what you must use to decide between one offer vis-à-vis the other, so you must consider the missing schools too! 

**Institutions in one cluster more or less offer a similar level of educational experience and that is what you must use to decide between one offer vis a vis the other**



# THE WAY WE ASSESSED THE TOP MANAGEMENT SCHOOLS

The ranking and rating of institutes offering management programme at the postgraduate level in India is a comprehensive and stimulating exercise. This is not only in view of the large numbers but the prominence it gets among students, parents, academia, industry as well as policymakers and other stakeholders. Based on factors that are quantifiable, this evaluation schema is gaining significant credibility year-on-year. The broad parameters include faculty quality; student quality as assessed by the test cut-off rank/score and work experience; learning process as evaluated by living experience and accreditation; and output as examined through research publications in reputed index, citation impact, alumni and extra-mural research – the latter for carrying out finer distinction among the best institutions.

## The shortlisting process

We examined different State and national-level management entrance tests (such as CAT, XAT, MAT) and institute-specific tests of prominent deemed and private universities/colleges (such as SNAP, NMAT) that declare their cut-offs.

The second step of shortlisting was based on identifying such institutes that had any known accreditation (NAAC >3.0/NBA) and publication count (at least one article in Web of Science index between January 01, 2014 and October 01, 2017). At this stage, the list of institutes came down from 3,100 to about 400. Out of this, 285 institutes were further analyzed based on a cut-off threshold and other research output (for detailed research methodology please refer to the research ranking in this issue).


The data submitted by institutes and information garnered from authentic secondary sources like Annual Reports, RTI, NAAC Report, NIRF and mandatory disclosures et al were considered alongside the above quantitative data.

## Ranking with a difference

This is the eighth edition of Careers360's ranking and rating of Indian management institutes. Post scrutiny of available data, we used our INPUT-PROCESS-OUTPUT methodology to arrive at seven broad parameters (see graph). The Top 100 were thus selected and proportionately divided into Public (40) and Private (60) category. In order to

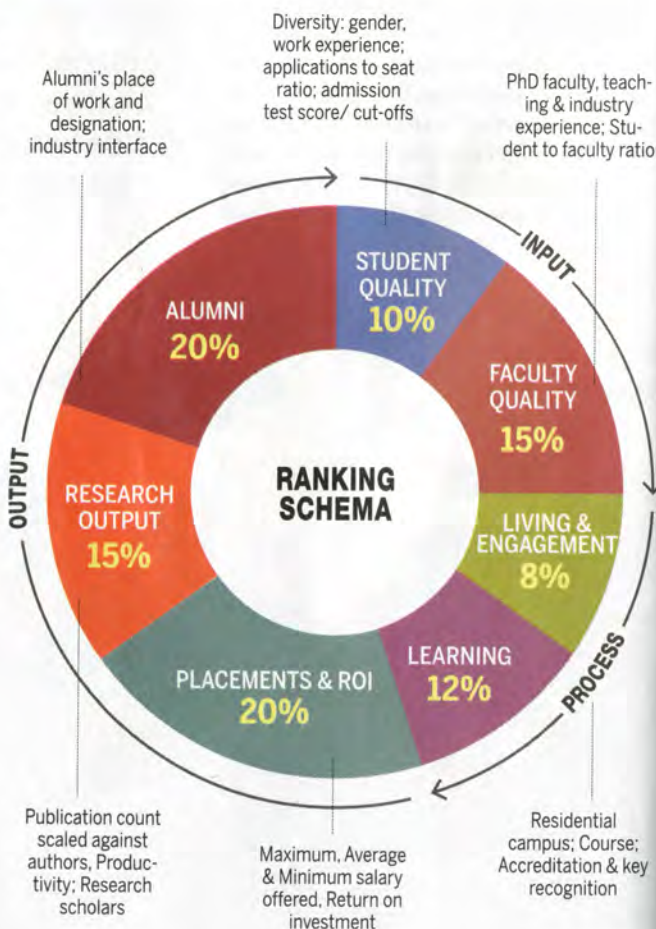
benefit students, missing schools (due to data inadequacy) are placed in the appropriate cluster.

## Rating

Rating of institutes (zone-wise) was then given on the basis of natural gaps that exist in any normal distribution as assessed by the acquired score. B-Schools that do not figure in the top 100 have been rated separately and listed zone-wise. A cluster of institutions were then identified for rating purpose which is as follows: 

### B-SCHOOL RATING 2018

<b>AAAAA</b>	< 1% of 650 B-Schools shortlisted	<b>AAAA</b>	<10%
<b>AAAA+</b>	< 5%	<b>AAA+</b>	<20%
		<b>AAA</b>	<25%



The ranking exercise was supported by Aeshwarya Tiwari, Mohit Gupta, Falguni Saxena, Vinita Bafna, Prabir K Mohanty and Govind Kumar. Scientometric inputs were given by Dr. Swapan Kumar Patra, Post-Doctoral Researcher, Tshwane University of Technology, Pretoria, South Africa

# CHALLENGERS PUT ESTABLISHED ONES ON NOTICE

The rise of young IIMs and the management departments in new IITs has invigorated MBA scenario, making the traditional players strive hard to keep their position intact...

Rank	Institute	Program	Student Quality (50)	Teaching Quality (75)	INPUT (I) (125)	Living (40)	Learning (60)	PROCESS (P) (100)	Max Salary (25)	Average Salary (25)	Minimum Salary (25)	ROI (25)	Alumni (100)	Research (75)	OUTPUT (O) (275)	Total (I+P+O) (500)
1	Indian Institute of Management Ahmedabad	PGP	45.80	72.20	118.00	39.80	57.75	97.55	19.88	21.92	19.31	1.59	92.43	57.24	212.37	427.92
2	Indian Institute of Management Bangalore	PGP	43.45	65.38	108.83	37.28	57.25	94.53	15.70	25.00	20.45	1.89	88.83	53.09	204.96	408.32
3	Indian Institute of Management Calcutta	PGP	41.15	55.33	96.48	38.00	57.15	95.15	13.84	13.01	14.98	0.95	88.99	51.78	183.55	375.18
4	Indian Institute of Management Lucknow	PGP	40.30	64.90	105.20	38.00	56.85	94.85	9.65	17.58	19.31	1.63	83.86	40.69	172.72	372.77
5	Indian Institute of Management Indore	PGP	40.09	68.63	108.72	39.60	55.25	94.85	16.16	18.39	15.89	1.96	81.58	34.87	168.85	372.42
6	Indian Institute of Management Kozhikode	PGP	42.71	62.71	105.42	37.00	56.75	93.75	16.16	20.20	16.01	1.52	83.29	35.51	172.69	371.86
7	Faculty of Management Studies, University of Delhi, Delhi	MBA	35.42	48.23	83.65	28.50	50.50	79.00	24.21	23.96	18.17	25.00	80.00	25.02	196.36	359.01
8	National Institute of Industrial Engineering, Mumbai	PGDIM	30.56	59.19	89.75	36.55	51.50	88.05	17.33	19.48	17.03	5.91	80.15	29.40	169.30	347.10
9	Department of Management Studies, Indian Institute of Technology Delhi	MBA	32.78	52.40	85.18	30.27	55.10	85.37	11.51	16.45	15.89	2.94	81.00	46.53	174.32	344.87
10	Shailesh J Mehta School of Management, Indian Institute of Technology Bombay	MMP	31.38	52.84	84.22	38.23	52.75	90.98	11.74	18.73	17.03	2.96	81.38	29.03	160.87	336.07
11	Vinod Gupta School of Management, Indian Institute of Technology Kharagpur	MBA	31.22	49.38	80.60	39.50	49.75	89.25	8.79	17.60	16.01	7.56	77.11	28.73	155.80	325.65
12	Department of Management Studies, Indian Institute of Technology Madras	MBA	30.70	54.92	85.62	36.15	52.75	88.90	7.09	14.02	20.54	2.93	76.00	29.47	150.05	324.57
13	Indian Institute of Management Raipur	PGP	33.14	51.31	84.45	37.29	51.85	89.14	11.60	14.40	17.03	3.25	66.00	31.71	143.99	317.58
14	Department of Management Studies, Indian Institute of Technology Roorkee	MBA	28.57	50.90	79.47	37.80	52.25	90.05	7.56	9.39	10.20	1.68	75.39	43.23	147.45	316.97
15	Indian Institute of Foreign Trade, Delhi	MBA (IB)	33.74	50.45	84.19	22.00	53.70	75.70	11.05	17.79	17.28	1.43	79.15	21.90	148.60	308.49
16	Indian Institute of Management Tiruchirappalli	PGP	33.59	57.08	90.67	35.71	46.75	82.46	14.30	14.65	18.17	1.62	70.10	15.31	134.15	307.28
17	DIME, Indian Institute of Technology Kanpur	MBA	29.50	53.33	82.83	39.60	50.00	89.60	9.65	10.98	11.34	3.96	69.52	29.04	134.49	306.92
18	Rajiv Gandhi Indian Institute of Management Shillong	PGP	34.57	43.17	77.74	36.00	50.75	86.75	9.81	18.78	15.23	1.91	72.40	15.30	133.43	297.92
19	Department of Management Studies, Indian Institute of Science Bangalore	MoM	27.01	46.88	73.89	24.00	46.75	70.75	7.93	13.76	14.75	6.49	79.33	26.84	149.10	293.74
20	Indian Institute of Management Ranchi	PGP	32.01	49.85	81.86	29.99	45.75	75.74	11.05	16.64	17.03	1.56	67.23	18.40	131.91	289.51
21	Indian Institute of Management Udaipur	PGP	30.98	52.16	83.14	35.60	49.60	85.20	7.79	13.15	12.48	1.35	54.32	29.29	118.38	286.72
22	Indian Institute of Management Rohtak	PGP	32.78	38.91	71.69	35.50	48.75	84.25	7.47	12.72	11.34	1.36	65.21	29.35	127.45	283.39

Rank	Institute	Program	Student Quality (50)	Teaching Quality (75)	INPUT (I) (125)	Living (40)	Learning (60)	PROCESS (P) (100)	Max Salary (25)	Average Salary (25)	Minimum Salary (25)	ROI (25)	Alumni (100)	Research (75)	OUTPUT (O) (275)	Total (I+P+O) (500)
23	Jamnalal Bajaj Institute of Management Studies, Mumbai	MMS	32.82	29.74	62.56	15.00	50.55	65.55	11.98	20.81	14.18	5.09	91.00	1.32	144.38	272.49
24	Indian Institute of Management Kashipur	PGP	27.69	54.02	81.71	32.10	44.75	76.85	9.08	13.02	10.77	1.36	60.00	17.80	112.03	270.59
25	Indian Institute of Forest Management, Bhopal	PGDFM	22.58	54.90	77.48	31.85	47.75	79.60	2.69	4.68	3.69	1.67	68.93	26.51	108.17	265.25
26	Department of Humanities and Social Sciences, Indian Institute of Technology Kharagpur	MHRM	21.61	54.73	76.34	26.62	36.50	63.12	5.43	10.40	13.62	5.63	67.00	19.47	121.55	261.01
27	University Business School, Panjab University, Chandigarh	MBA	25.57	54.73	80.30	19.00	44.50	63.50	5.70	8.26	6.79	24.09	57.00	13.14	114.98	258.78
28	School of Management Studies, Motilal Nehru National Institute of Technology Allahabad	MBA	23.02	50.71	73.73	34.81	43.65	78.46	1.74	2.75	3.94	6.65	67.20	23.03	105.31	257.50
29	Delhi School of Management, Delhi Technological University, Delhi	MBA	28.15	39.82	67.97	18.00	50.50	68.50	5.47	4.63	6.22	3.51	84.27	14.72	118.82	255.29
30	National Institute of Agricultural Extension Management, Hyderabad	PGDM ABM	21.33	53.75	75.08	31.75	50.00	81.75	7.33	7.65	10.20	2.49	63.00	2.21	92.88	249.71
31	Institute of Management Studies, Banaras Hindu University, Varanasi	MBA	22.20	54.58	76.78	30.00	48.00	78.00	3.60	5.99	6.79	19.26	55.00	3.49	94.13	248.91
32	School of Management, National Institute of Technology Rourkela	MBA	20.61	48.33	68.94	39.20	41.00	80.20	1.65	5.08	10.86	1.63	57.50	12.23	88.95	238.09
33	Indian Institute of Technology, Indian School of Mines Dhanbad	MBA	20.58	52.29	72.87	33.00	39.00	72.00	1.74	2.74	4.51	1.55	58.00	24.31	92.85	237.72
34	ABV - Indian Institute of Information Technology and Management, Gwalior	MBA	19.52	54.00	73.52	35.80	42.55	78.35	1.98	4.09	3.80	2.78	51.80	21.35	85.80	237.67
35	Faculty of Management Sciences, Anna University, Chennai	MBA	25.48	43.75	69.23	9.40	48.85	58.25	1.60	4.04	4.51	7.38	62.93	28.15	108.61	236.09
36	Department of Management Studies, National Institute of Technology Tiruchirapalli	MBA	22.75	31.55	54.30	35.56	49.75	85.31	3.28	4.70	6.79	4.22	68.00	6.22	93.21	232.82
37	School of Management, National Institute of Technology Warangal	MBA	21.65	45.83	67.48	36.00	40.75	76.75	1.90	3.57	5.65	5.24	63.70	7.90	87.96	232.19
38	Department of Management Studies, Malaviya National Institute of Technology Jaipur	MBA	21.12	45.33	66.45	36.50	40.10	76.60	11.05	6.46	4.23	6.03	51.00	10.22	88.99	232.04
39	Department of Business Economics, University of Delhi, Delhi	MBA BE	19.78	34.20	53.98	1.60	44.75	46.35	10.12	9.09	7.35	23.37	65.43	15.03	130.39	230.72
40	Indian Institute of Management Visakhapatnam	PGP	19.25	51.46	70.71	30.31	45.00	75.31	2.44	4.08	6.79	0.47	64.00	1.83	79.61	225.63
41	Department of Management Sciences, University of Pune, Pune	MBA	26.86	28.29	55.15	9.74	50.50	60.24	6.71	6.29	6.79	8.87	72.50	8.04	109.20	224.59
42	Indian Institute of Social Welfare and Business Management, Kolkata	MBA	20.95	50.14	71.09	15.00	37.75	52.75	2.73	4.33	4.51	1.18	61.66	25.99	100.40	224.24
43	Indian Institute of Management Nagpur	PGP	27.19	33.65	60.84	13.50	43.75	57.25	8.72	13.01	14.75	1.61	64.60	2.37	105.06	223.15
44	Indian Institute of Management Bodh Gaya	PGP	23.94	55.68	79.62	21.00	43.75	64.75	2.21	4.08	6.79	0.51	61.16	2.98	77.73	222.10
45	Himachal Pradesh University Business School, Shimla	MBA	22.28	37.86	60.14	23.00	42.00	65.00	2.21	2.17	2.25	23.55	60.00	5.77	95.95	221.09

# THE B-SCHOOLS THAT OUTSHINE OTHERS ACROSS PARAMETERS

Student quality, teaching, living-learning, alumni and placement define the standing of a B-School. Here are the Top-10 in private and public sectors...



## Best in Student Quality - Private

XLRI – Xavier School of Management, Jamshedpur  
 Management Development Institute, Gurgaon  
 Narsee Monjee Institute of Management Studies, Mumbai  
 SP Jain Institute of Management and Research, Mumbai  
 Symbiosis Centre for Management and Human Resource Development, Pune  
 Institute of Rural Management, Anand  
 International Management Institute, Delhi  
 IBS Business School, Hyderabad  
 Balaji Institute of Modern Management, Pune  
 TA Pai Management Institute, Manipal

## Best in Student Quality - Public

Indian Institute of Management Ahmedabad  
 Indian Institute of Management Bangalore  
 Indian Institute of Management Kozhikode  
 Indian Institute of Management Calcutta  
 Indian Institute of Management Lucknow  
 Indian Institute of Management Indore  
 Faculty of Management Studies, University of Delhi, Delhi  
 Rajiv Gandhi Indian Institute of Management Shillong  
 Indian Institute of Foreign Trade, Delhi  
 Indian Institute of Management Tiruchirappalli

### Best in Teaching - Private

- XLRI - Xavier School of Management, Jamshedpur
- IBS Business School, Hyderabad
- Management Development Institute, Gurgaon
- Prin. LN Welingkar Institute of Management Development and Research, Mumbai
- Institute of Management Technology, Ghaziabad
- TA Pai Management Institute, Manipal
- Narsee Monjee Institute of Management Studies, Mumbai
- Great Lakes Institute of Management, Chennai
- Institute of Rural Management, Anand
- Institute of Finance and International Management, Bangalore

### Best in Living and Learning - Private

- XLRI - Xavier School of Management, Jamshedpur
- Management Development Institute, Gurgaon
- Institute of Rural Management, Anand
- SP Jain Institute of Management and Research, Mumbai
- School of Management, Manipal University, Manipal
- TA Pai Management Institute, Manipal
- Goa Institute of Management, Goa
- Great Lakes Institute of Management, Chennai
- Institute for Financial Management and Research, Sri City
- Institute of Management Technology, Ghaziabad

### Best in Teaching - Public

- Indian Institute of Management Ahmedabad
- Indian Institute of Management Indore
- Indian Institute of Management Bangalore
- Indian Institute of Management Lucknow
- Indian Institute of Management Kozhikode
- National Institute of Industrial Engineering, Mumbai
- Indian Institute of Management Tiruchirappalli
- Indian Institute of Management Bodh Gaya
- Indian Institute of Management Calcutta
- Department of Management Studies, Indian Institute of Technology Madras

### Best in Living and Learning - Public

- Indian Institute of Management Ahmedabad
- Indian Institute of Management Calcutta
- Indian Institute of Management Indore
- Indian Institute of Management Lucknow
- Indian Institute of Management Bangalore
- Indian Institute of Management Kozhikode
- Shailesh J Mehta School of Management, Indian Institute of Technology Bombay
- Department of Management Studies, Indian Institute of Technology Roorkee
- Indian Institute of Technology Kanpur
- Vinod Gupta School of Management, Indian Institute of Technology Kharagpur



Dr. J K Goyal,  
Director, JIMS, Rohini, Delhi

## Accreditation does matter a lot

Let us first understand terms like 'approved'; 'affiliated'; 'recognized' and 'accredited'. All India Council for Higher Education (AICTE) and the University Grants Commission (UGC) are the two apex bodies regulating higher education in India; AICTE regulates 'technical' education; UGC deals with universities

and their affiliated colleges. Management and Engineering fall under the category of technical education.

An affiliated college is one, which is regulated by a university, which decides its fee structure, admission, course and examination. An autonomous institution is 'approved' by AICTE; it is not affiliated to any university. UGC can also confer autonomous status to a college.

An Approved institution means that



### Best in Placements - Private

SP Jain Institute of Management and Research, Mumbai  
 XLRI - Xavier School of Management, Jamshedpur  
 Great Lakes Institute of Management, Chennai  
 Management Development Institute, Gurgaon  
 Narsee Monjee Institute of Management Studies, Mumbai  
 Symbiosis Centre for Management and Human Resource Development, Pune  
 Institute of Management Technology, Ghaziabad  
 TA Pai Management Institute, Manipal  
 Symbiosis Institute of Business Management, Bengaluru  
 Bharathidasan Institute of Management, Tiruchirappalli

### Best in Placements - Public

Faculty of Management Studies, University of Delhi, Delhi  
 Indian Institute of Management Bangalore  
 Indian Institute of Management Ahmedabad  
 National Institute of Industrial Engineering, Mumbai  
 Indian Institute of Management Kozhikode  
 Indian Institute of Management Indore  
 Shailesh J Mehta School of Management, Indian Institute of Technology Bombay  
 Indian Institute of Management Tiruchirappalli  
 Jamnalal Bajaj Institute of Management Studies, Mumbai  
 Indian Institute of Management Lucknow

### Best in Alumni - Private

Management Development Institute, Gurgaon  
 XLRI - Xavier School of Management, Jamshedpur  
 SP Jain Institute of Management and Research, Mumbai  
 Prin. LN Welingkar Institute of Management Development and Research, Mumbai  
 International Management Institute, Delhi  
 Institute for Financial Management and Research, Sri City  
 TA Pai Management Institute, Manipal  
 FORE School of Management, Delhi  
 Birla Institute of Management Technology, Greater Noida  
 Institute of Public Enterprise, Hyderabad

### Best in Alumni - Public


Indian Institute of Management Ahmedabad  
 Jamnalal Bajaj Institute of Management Studies, Mumbai  
 Indian Institute of Management Calcutta  
 Indian Institute of Management Bangalore  
 Delhi School of Management, Delhi Technological University, Delhi  
 Indian Institute of Management Lucknow  
 Indian Institute of Management Kozhikode  
 Indian Institute of Management Indore  
 Shailesh J Mehta School of Management, Indian Institute of Technology Bombay  
 Department of Management Studies, Indian Institute of Technology Delhi

it has certain 'minimum' standards as laid down by the AICTE; 'accreditation' deals with level of quality.

At national level, National Board of Accreditation (NBA) and National Assessment and Accreditation Council (NAAC) are two apex bodies which grant accreditation. NBA accreditation is "programme-specific"; it is not related to institute as a whole. NAAC deals in university-affiliated programmes and is

granted to the institution/college/university as a whole. In NAAC, there is a grading system ranging from "C" to "A++" which tells us that even if the institute is accredited, where does it stand in the ladder. NAAC accreditations of A, A+ and A++ are considered excellent.

NBA accreditation is granted either for two years or five years depending on merit of programme; a programme, which scores marks in the range of 60 percent

to 75 percent, is granted accreditation for two years whereas a programme scoring above 75 percent marks is granted accreditation for five years. In case of NAAC, the validity of accreditation is five years. The grading is done on the basis of score on a four-point scale. An institution scoring less than 1.5 is given D-grade, which means it is not accredited. 

*(Views expressed are personal)*

# THE TOP 100 MANAGEMENT INSTITUTES IN RESEARCH PUBLICATIONS



IIM Indore

Based on critical parameters from publication count, scholar's productivity and citation impact; listed below are the best B-Schools in India that emphasize on research...

**A** key reason for publishing in academia is the need to build one's academic reputation. Any article published in peer reviewed journals indexed in reputed databases is seen as constructive criticism and is intended at improving academic writing and extending one's knowledge in the given subject domain. Indian B-Schools are fast catching up in contributing to the global knowledge pool in management education, though there is lot of ground to cover.

**Detailed research methodology**  
Journal publications are considered as one of the valid output indicators to map the performance of institutes. Publication performances of Indian

RESEARCH RANK	Institute	Publication Count (35)	Publication/ Author (25)	Average Citation (20)	H-index (20)	Total (100)
1	Indian Institute of Management Ahmedabad	35.00	12.74	10.39	18.18	76.31
2	Indian School of Business, Hyderabad Campus	18.54	15.69	20.00	20.00	74.23
3	Indian Institute of Management Bangalore	29.90	11.82	12.70	16.36	70.78
4	Indian Institute of Management Calcutta	28.51	12.03	12.13	16.36	69.03
5	Department of Management Studies, Indian Institute of Technology Delhi	10.71	25.00	13.60	12.73	62.04
6	Department of Management Studies, Indian Institute of Technology Roorkee	9.63	23.38	11.91	12.73	57.65
7	Indian Institute of Management Lucknow	23.28	9.71	8.54	12.73	54.26
8	Indian Institute of Management Kozhikode	17.59	7.93	9.10	12.73	47.35
9	Indian Institute of Management Indore	24.93	6.91	5.56	9.09	46.49
10	Management Development Institute, Gurgaon	17.91	7.11	8.43	10.91	44.36
11	XLRI - Xavier School of Management, Jamshedpur	16.49	4.64	10.51	10.91	42.55
12	Indian Institute of Management Raipur	8.21	10.87	12.30	10.91	42.29
13	Department of Management Studies, Indian Institute of Technology Madras	8.63	11.79	9.78	9.09	39.29
14	National Institute of Industrial Engineering, Mumbai	15.01	8.31	6.80	9.09	39.21
15	Indian Institute of Management Rohtak	5.11	11.27	13.65	9.09	39.12
16	Indian Institute of Management Udaipur	9.61	9.96	10.39	9.09	39.05
17	DIME, Indian Institute of Technology Kanpur	6.73	15.56	9.16	7.27	38.72
17	Shailesh J Mehta School of Management, Indian Institute of Technology Bombay	7.16	11.48	9.16	10.91	38.71

Dr. H Vinod Bhat,  
Vice Chancellor,  
Manipal University



**“THE MARKET-DRIVERS TODAY WILL NOT BE THE KINDS OF INDICATORS THAT WILL BE LOOKED AT IN FUTURE. WE WILL HAVE TO GO BEYOND THAT”**

There will be institutions and there will be institutions. One set of institutions will be far above the rest of institutions. So without the kind of capacity to provide that kind of education demanded by the industry we will always have this disparity in quality. So quality education will be the differentiator in times to come. So the best of institutions will not suffer from lack of applications. Best of students will apply to best of multiple best of institutions and it is for that 10 or 20 or 30 institutions to compete among themselves to offer scholarships to the best of students. So it doesn't anymore become the kind of game in which run of the mill institutions are involved. Everything seems to be driven by what is your placement record, what is the average salary, what is the highest salary paid to a fresh employee? So those are the important parameters. They are the market-drivers today. But those will not be the kinds of indicators that will be looked at in future. So if you are looking at where you want to go, where you want to rise up, we have to go beyond. 

Business Schools are mapped using various Scientometrics indicators (for example; year-wise growth of publication, citation per papers, h-index and so on.) For this mapping exercises publication records of business schools are downloaded from Web of Science (WoS) database.

WoS is one of the renowned global indexing and abstracting database available online through subscription. The WoS database, originally owned by the Institute for Scientific Information (ISI), Thomson Reuters; is currently acquired by Clarivate Analytics. The recent update of Clarivate Analytics' master journal list shows that there are about 24,100+ journals in its list. This database covers scholarly contents from different publishers in diverse geography. According to the Journal Citation Report (2016), there are 104 journals from India.

WoS has a wider and a fair representation from different groups and has extensive subject coverage in almost every branch of knowledge, but it has limited Indian content coverage. However, because of its concurrency and precise search results, and its strong web based search interface, this database is used to map the scholarly publication



RESEARCH RANK	Institute	Publication Count (35)	Publication/ Author (25)	Average Citation (20)	H-index (20)	Total (100)
19	Vinod Gupta School of Management, Indian Institute of Technology Kharagpur	6.28	15.41	7.53	9.09	38.31
20	Faculty of Management Sciences, Anna University, Chennai	4.37	8.64	17.25	7.27	37.53
21	Xavier Institute of Management, Xavier University, Bhubaneswar	12.79	1.88	13.65	9.09	37.41
22	Department of Management Studies, Indian Institute of Science Bangalore	5.01	10.90	10.79	9.09	35.79
23	Indian Institute of Forest Management, Bhopal	6.00	3.57	16.69	9.09	35.35
24	Indian Institute of Social Welfare and Business Management, Kolkata	7.90	2.61	15.06	9.09	34.66
25	Faculty of Management Studies, University of Delhi, Delhi	6.14	7.52	10.62	9.09	33.37
26	IBS Business School, Hyderabad	14.86	1.06	11.24	5.45	32.61
27	Amrita School of Business, Coimbatore	5.88	8.20	11.12	7.27	32.47
28	Indian Institute of Technology, Indian School of Mines Dhanbad	4.07	12.53	8.54	7.27	32.41
29	Institute of Management Technology, Ghaziabad	14.59	3.85	6.63	7.27	32.34
29	TA Pai Management Institute, Manipal	16.53	1.31	9.04	5.45	32.33
31	School of Management Studies, Motilal Nehru National Institute of Technology Allahabad	2.58	14.60	9.89	3.64	30.71
32	School of Management, Pondicherry University, Puducherry	6.50	10.59	9.55	3.64	30.28
33	Birla Institute of Technology and Science, Pilani	3.60	6.81	13.60	5.45	29.46
34	SP Jain Institute of Management and Research, Mumbai	8.03	1.62	16.01	3.64	29.30
35	Indian Institute of Foreign Trade, Delhi	8.55	4.44	8.93	7.27	29.19
36	ABV- Indian Institute of Information Technology and Management, Gwalior	5.52	5.53	8.31	9.09	28.45
37	Great Lakes Institute of Management, Chennai	14.07	1.20	7.08	5.45	27.80
38	International Management Institute, Delhi	10.00	9.10	4.89	3.64	27.63
39	School of Management, SRM University, Chennai	14.00	3.84	5.11	3.64	26.59
40	Institute of Rural Management, Anand	7.51	4.11	9.38	5.45	26.45
41	Narsee Monjee Institute of Management Studies, Mumbai	13.15	1.38	6.18	5.45	26.16
42	Department of Humanities and Social Sciences, Indian Institute of Technology Kharagpur	6.87	6.87	4.94	7.27	25.95
43	Indian Institute of Management Ranchi	6.06	6.73	6.29	5.45	24.53
44	Department of Management Studies, National Institute of Technology Durgapur	1.98	6.01	10.84	5.45	24.28
45	Indian Institute of Management Kashipur	7.40	5.65	5.22	5.45	23.72
46	Amity Business School, Noida	11.55	0.81	9.16	1.82	23.34



Dr. Y. Lakshman Kumar,  
Dean & Director,  
GITAM Hyderabad  
Business School

## ETHICS MAKE PRAGMATIC SENSE TO FUTURE BUSINESS

It looks like the future of competitiveness in market will have to depend on the ethical norms that companies follow. Though this has been theoretically so far, it will now make pragmatic sense to be ethical. With the digital revolution, there is a virtual democracy out there. It guarantees space for genuine public opinion and opinion building. Companies are now to be accountable not just to the state but to a guarded, informed consumer and the civil society, in order to survive.

Honesty, empathy, transparency, value for money, responsiveness, environmental-friendliness, and social responsibility are some of the values that companies need to demonstrate to the consumer to survive. Negotiating the space between profit-making and ethical practices is a task that future managers should master. The pedagogy and curriculums in B-Schools should take into account global level corporate scams to train students for future challenges in the area of corporate ethics. □



output from Indian business schools.

Search operation for this exercise for the period of four years (January 01, 2014 to October 01, 2017) was conducted from the Web of Science Core Collection. This core collection covers the following citation indexes (Science Citation Index Expanded (SCI-EXPANDED); Social Sciences Citation Index (SSCI); Arts & Humanities Citation Index (A&HCI) and Emerging Sources Citation Index (ESCI) 2015-present. Scholarly publication records were searched from the web interface of WoS using "Address" and "Organization Enhanced" search field using different types of Boolean operators. The institutes which are not primarily B-Schools but have teaching and research departments that offer management programmes, were searched using the respective institutions affiliation and abbreviations (For example, Sch for School, Univ for University) and so on. Total four years' publication, average publication, average citation per item, and h-index were taken for further analysis and interpretation.

### Outcome

The total score comprises publication count, productivity, average citations

RESEARCH RANK	Institute	Publication Count (35)	Publication/ Author (25)	Average Citation (20)	H-index (20)	Total (100)
47	Birla Institute of Technology, Mesra	3.27	2.85	11.40	5.45	22.97
48	Jaipuria Institute of Management, Noida	5.87	2.17	10.11	3.64	21.79
49	Loyola Institute of Business Administration, Chennai	6.46	5.60	5.45	3.64	21.15
50	Prin. LN Welingkar Institute of Management Development and Research, Mumbai	13.09	0.70	3.31	3.64	20.74
51	Indian Institute of Management Tiruchirappalli	6.59	3.61	6.57	3.64	20.41
51	Rajiv Gandhi Indian Institute of Management Shillong	5.37	6.27	5.11	3.64	20.39
53	KIIT School of Management, Bhubaneswar	9.46	0.61	6.52	3.64	20.23
54	Department of Business Economics, University of Delhi, Delhi	1.51	6.01	8.88	3.64	20.04
55	MS Ramaiah Institute of Management, Bangalore	4.42	0.55	11.24	3.64	19.85
55	Symbiosis Institute of Business Management, Pune	4.74	2.58	8.88	3.64	19.84
57	Indian Institute of Health Management Research, Jaipur	6.96	1.28	7.87	3.64	19.75
58	Delhi School of Management, Delhi Technological University, Delhi	2.15	11.17	4.49	1.82	19.63
59	Jaipuria Institute of Management, Lucknow	6.09	1.32	10.06	1.82	19.29
60	Alliance School of Business, Bangalore	13.27	0.18	3.82	1.82	19.09
60	Thiagarajar School of Management, Thirupparankundram	4.40	0.75	12.08	1.82	19.05
60	Goa Institute of Management, Goa	8.43	3.27	3.71	3.64	19.05
63	Symbiosis Institute of International Business, Pune	2.88	0.86	11.24	3.64	18.62
63	Lal Bahadur Shastri Institute of Management, Delhi	4.97	2.70	7.30	3.64	18.61
65	Sri Krishna College of Engineering and Technology, Coimbatore	6.23	3.64	4.49	3.64	18.00
65	PSG Institute of Management, Coimbatore	5.79	1.79	4.94	5.45	17.97
67	Symbiosis Centre for Management and Human Resource Development, Pune	6.15	3.18	4.72	3.64	17.69
67	Institute for Financial Management and Research, Sri City	6.31	4.13	3.60	3.64	17.68
69	University Business School, Panjab University, Chandigarh	4.42	1.93	7.53	3.64	17.52
69	KCC Institute of Technology and Management, Greater Noida	2.30	2.58	8.99	3.64	17.51
71	Ballari Institute of Technology and Management, Bellary	3.42	0.46	11.80	1.82	17.50
72	Department of Management Studies, PES University, Bangalore	3.37	1.00	11.24	1.82	17.43
73	School of Management Studies, University of Hyderabad, Hyderabad	2.28	3.24	8.09	3.64	17.25
74	Symbiosis Institute of Operations Management, Nashik	3.26	6.44	5.62	1.82	17.14

Prof. Raj Venkatesan,  
Darden School  
of Business,  
University of  
Virginia



## BOUNDLESS PROSPECTS FOR DUAL DEGREE GRADUATES

The Darden core curriculum provides students with an integrated perspective on general management in the first year. The major focus during this time is on key themes such as finance, marketing, decision analytics, strategy, ethics, accounting and leadership. Beginning in the final term of the first year, students choose from a diverse selection of more than 100 electives and begin to tailor the Darden education that meets their interests and professional aspirations.

The MSDS curriculum, with core courses in computer science, statistics, and systems and information engineering, provides students of all backgrounds with a base in languages, computation and linear modelling before building on those skills to move to the practice and application of data science. The program also addresses the ethical implications of data and analytics and culminates in a capstone project focused on a real-world data science problem. Students complete the combined degrees in 24 months.

The career possibilities for these dual degree students are unimaginable. I believe it is a fair assessment to say that they will be offering exactly what top employers are seeking. Increasingly, an expertise with data is simply a prerequisite for a top job, not just in technology, but in marketing, finance and healthcare. Combining that expertise with the purpose-driven leaders we produce students who will lead companies one day.



and h-index. The result shows that management as a domain, does not contribute to the total publications pool in India, which otherwise is led by Physics, Chemistry, Engineering and Life Sciences. The top 20 schools publish around 450 articles in reputed journals every year. The next group of best 50 B-Schools produce that many scholarly articles per year. There are around 100 B-Schools with at least one publication per year but less than 10. Among the public institutes, IIMs, university management departments such as DoMS at IISc Bangalore; Anna University, Delhi University and the IITs have a good number of faculty engaged in research. Among the private institutes, apart from ISB Hyderabad; there are promising institutes like MDI Gurgaon, XLRI Jamshedpur, XIM Bhubaneswar, TAPMI, Manipal, IBS Hyderabad; NMIMS Mumbai and Amrita School of Business that are striving to make a mark in research publications. □

Research inputs from Dr. Swapan Kumar Patra, Post-Doctoral Researcher, Tshwane University of Technology, Pretoria, South Africa

RESEARCH RANK	Institute	Publication Count (35)	Publication/ Author (25)	Average Citation (20)	H-index (20)	Total (100)
75	Woxsen School of Business, Hyderabad	0.85	2.00	12.36	1.82	17.03
76	School of Management, SASTRA University, Thanjavur	3.01	0.82	11.24	1.82	16.89
77	School of Management and Entrepreneurship, Shiv Nadar University, Dadri	3.54	4.95	4.33	3.64	16.46
77	FORE School of Management, Delhi	7.00	1.91	3.88	3.64	16.43
79	School of Management, National Institute of Technology Rourkela	1.15	7.22	6.12	1.82	16.31
80	Prestige Institute of Management and Research, Indore	8.95	0.09	5.28	1.82	16.14
80	Army Institute of Management, Kolkata	2.97	4.41	5.11	3.64	16.13
82	Future Institute of Engineering and Management, Kolkata	2.03	3.83	6.40	3.64	15.90
83	University School of Management Studies, GGS IP University, Delhi	4.10	3.14	4.89	3.64	15.77
83	Guru Nanak Institute of Management and Technology, Ludhiana	2.50	1.00	8.60	3.64	15.74
83	Fortune Institute of International Business, Delhi	4.40	2.23	5.45	3.64	15.72
86	Institute of Management, Nirma University, Ahmedabad	6.64	0.90	4.44	3.64	15.62
87	Xavier Institute of Social Service, Ranchi	7.26	1.83	2.70	3.64	15.43
87	Padmashree Institute of Management and Sciences, Bangalore	2.41	3.01	6.35	3.64	15.41
89	Mukesh Patel School of Technology Management and Engineering, Mumbai	3.09	4.13	6.24	1.82	15.28
90	Jindal Global Business School, Sonipat	5.17	0.63	7.47	1.82	15.09
90	University of Engineering and Management, Jaipur	0.49	1.50	11.24	1.82	15.05
92	Birla Institute of Management Technology, Greater Noida	8.99	0.45	3.65	1.82	14.91
93	Balaji Institute of Telecom and Management, Tathawade	3.14	0.78	6.35	3.64	13.91
93	Asia Pacific Institute of Management, New Delhi	7.99	1.09	2.98	1.82	13.88
93	VIT Business School, Vellore	7.02	1.74	3.26	1.82	13.84
93	Sanghvi Institute of Management and Science, Indore	4.53	0.73	6.74	1.82	13.82
93	Jagan Institute of Management Studies, Rohini, Delhi	8.10	0.50	3.37	1.82	13.79
98	KCT Business School, Coimbatore	2.91	0.55	8.43	1.82	13.71
99	Department of Management Studies, Malaviya National Institute of Technology Jaipur	1.26	8.42	2.13	1.82	13.63
100	Institute of Management, Christ University, Bangalore	7.58	0.54	3.43	1.82	13.37

Dr.S.Pratap Reddy  
Founder Chairman,  
Dhruva College of  
Management



### CREATE LEADER-MANAGER GROUNDED IN INTELLECTUAL HUMILITY AND ETHICAL PROFUNDITY

"The halo of a cricketer does not depend on his score alone. Otherwise, Viv Richards or C K Naidu would not have become legends. Public image is more shaped by the playing style and artistry, as against the prowess of cricketer, his conduct on and off the field, his personal life and life style, and the demands of the situation of the play. Given the present composition of opponent teams, Virat Kohli may even beat Sachin's record, but he will not beat Sachin's aura." Y.G Chouksey editet@timesgroup.com

The concept of bragging campus placements as a measure of the success of an institution is nauseating. A B-School worth its aura should not tom-tom the number of students placed and annual package. This is just a marketing gimmick used to attract more students. The institution is as good as its last student a.k.a "The Strength of the chain depends on its weakest link". An MBA needs to be trained to hone academic as well as life skills so that they go out and become brand ambassadors of the employer as well as that of the alma mater. Recruiters will queue up to offer them a career, not a job! □