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# Preface

## Building The Nation's Managers--Indian B-Schools

Today, many leading companies around the world are now helmed by CEOs of Indian origin. Influenced by such achievements and with a new wave of investments expected from across the world, industries in India and B-schools have been impacted tremendously. It is interesting and heartening to know that with global companies eyeing Indian managers, curriculums at many B-schools are now reflecting the growing spirit of entrepreneurship.

In addition to the complexities arising due to the pressure to follow your heart and passion is causing students to increasingly ask whether a MBA is still relevant. Much more important is that the quality of Indian managers has now begun to be recognized globally.

Though, this year the numbers of candidates appearing Common Admission Tests have increased by over 20%, overall results have revealed that the quality of the test takers reflects a southward trend compared to that of last year with about 85% of the test takers scoring less than 50% marks in the state-level MBA entrance exams.

Keeping in with the changing business and economic trends globally, good number of progressive Indian B-schools have been evolving their selection criteria and we are sure, their efforts will be rewarded with long term gains. General trends have moved to assigning highest weightage to the Reasoning sections, followed by Quantitative Ability and Verbal Ability/ Reading Comprehension.

Reflections from the placements trends suggest that the average annual package is Rs. 7.5 lakh and with increased number of MNCs hunting talent in India, the number of international offers have been on the rise. There has been a slight upward trend and more demand for Marketing and Financial Services function, while prominent sectors being IT, Banking and Financial services.

Barring few institutions, general opinion and concern across the B-schools fraternity has been about the number of MBA applicants has remained stagnant for last 4-5 years now ( based on CAT application number). It may be due to students opting to appear for state conducted common admission tests in addition to writing GMAT, MAT, XAT, IBSAT, it is very difficult to conclude that there has been a fall in numbers of aspiring MBAs.

For other institutes, however, we believe that dwindling numbers may be due to poor infrastructure, inferior quality of faculty members, static curriculum, poor pedagogy, research without purpose, ineffective industry linkages, and lack of internationalization.

Today, with more than 3000 institutes offering MBA courses, HR consultants and recruiting experts still feel that the Indian MBA lacks the skills to work in a professional environment and be accepted in a corporate world. A clear mandate for B-schools ; Entrepreneurship and globalization now has an increasing value in the new business environment. Simply working along a rigid line may not attract the new breed of MBA aspirants anymore.

The current issue, 10th annual edition of India's Best B-school 2016 presents list with crucial details of more than 250 prominent institutions divided into four regions to help our readers identify, compare and analyze their choice of B-schools. The data has been collected by our internal team by visiting these institutions and based on a rigorous survey conducted online over a period of few months. In addition to the hardcore data to enhance the value for our students, we have also been successful in engaging few eminent educationists to share few pearls of wisdom from their wealth of insights about key issues that are being debated in management education today.

**S. S. Dhillon**

Vice President - Marketing

# Communication Feature



## Prof. S. S. PRASADA RAO

Dean & Director, Hyderabad Business School,  
GITAM University

## Creating Leaders Of Tomorrow Through A Well Balanced Academia-Industry Collaboration

**H**yderebad Business School (HBS), GITAM University, Hyderabad, is an institution imparting quality management education, research, executive training, and consultancy services.

HBS offers a Trimester based two-year full time MBA Programme, M.Phil and Ph.D. in management. The emphasis at HBS has been on preparing business leaders for tomorrow's society, leveraging on its strong academia-industry collaboration. The holistic approach to pedagogy incorporates a wide range of co-curricular and extra-curricular activities, and frequent interactions with top level executives from industry. The campus, located in the serene suburbs of Hyderabad, derives the benefits of a totally pollution-free rural environment and the close proximity of a metro. HBS has secured 100% placement for all its students in prestigious companies.

**Recognition :** ■ Higher Education Review in its Beyond IIMs B-School Survey 2015 ranked HBS 28th at the national level, and recognised it as one of the Best 10 B-Schools in Telangana. ■ Dalal Street Investment Journal in its India's Best B-Schools 2015 Survey included HBS in the Top 100 (the survey did not follow a ranking method.) ■ SiliconIndia gave 17th rank to HBS at the all India level in its What if not IIMs! B-School Survey 2015; 3rd rank in the category: Industry Interface; and 9th rank in the category: Placements. The same Survey pegged HBS at the 4th position among the Best B-Schools in the South zone.

**Faculty & Pedagogy:** The school has an excellent faculty pool, rich in experience and a high intellectual capital base. Apart from the core faculty, 90% of whom have PhDs, the visiting faculty includes professors from IIMs; CEOs of top companies; and high level executives from industry. The teaching methodology uses tools such as Capstone Business Simulation Game, and emphasises on case

study method, and gaining practical knowledge through internship in industry for 16 weeks. A strong academia and industry collaboration is achieved through consultancy and research.

Value addition courses such as Business English Certificate (BEC) in collaboration with Cambridge University and British Council, and pre-placement in-house corporate training programmes by renowned international trainers, are conducted on campus. Students are encouraged to become members of professional associations such as Hyderabad Management Association. HBS is connected with a number of professional bodies like AMDISA (Association of Management Development Institutions in South Asia); ICSI (Institute of Company Secretaries of India); NHRD (National Human Resource Development); AIMA (All India Management Association); AIMS (Association of Indian Management Schools); and ISTD (Indian Society for Training and Development).

**Infrastructure & learning resources:** State of the art infrastructure and excellent technology-enabled campus facilities along with commitment to quality education are the hallmarks of HBS. HBS is networked with fully operational high speed Wi-Fi 24x7 1000 mbps internet connectivity that places it among the best of B-Schools in the country.

The air conditioned Library & Information Centre efficiently caters to the needs of the faculty, students and research scholars. It provides access to online national and international journals, magazines, reports and projects. The Centre subscribes to a large number of journals through SpringerLink (Business & Economics Journals), EBSCO, Capitaline (Capital Market), Emerald Management Xtra 150, Proquest, Free Access Journals, Ebrary (5 million + Titles). Digital Engineering and Video Libraries are also accessible to students.

**Centres of Excellence:** Centre of Excellence at HBS carries out research, consultancy, management development and training in areas such as Entrepreneurship, Leadership, Supply Chain Management, and Corporate Communications. Centres for Learning Resources; Career Development; and Training, assist the students in providing resources and opportunities for the students to grow in their chosen functional area of management.

**Residential facility:** The residential facility is set in the tranquil environment of the campus and is highly conducive to academic work. The rooms in the hostels, 1000-capacity each for boys and girls, are fully furnished with all modern amenities like 24 Hr Power and Water supply, a modern gym and sports facilities.

#### PROMOTING INDUSTRY-ACADEMIA INTERFACE

At Hyderabad Business School, it is mandatory that at least 25% of the syllabus in MBA is taught by senior management practitioners from the industry.

**Faculty resources:** Apart from the periodic interaction with the regular, visiting and adjunct faculty from industry, students of HBS have also benefited from guest lectures delivered by several distinguished experts in management.

#### A Brief Profile of Prof. S. S. PRASADA RAO

Prior to the present position as founder, dean & director of Hyderabad Business School (HBS), Prof. Prasada Rao held several administrative portfolios in GITAM University such as founding director, Internal Quality Assurance Cell; and founder director, GITAM Centre for Distance Learning, among several other positions. He was also an active member of the organising committees of several B-School events, national and international seminars and conferences. Other current in-house responsibilities include that of member - Academic Council, GITAM University, and chief editor, The Indian Management Researcher, a bi-annual journal of HBS. He is also currently the executive board member of the Association of Indian Management Schools (AIMS), and is on the Advisory Council of Turbomachinery Institute of Technology and Sciences, Hyderabad. He was on the Expert Committee for faculty recruitment at IIM Ranchi, 2014. Prof. Prasada Rao is a member of many professional bodies such as Global Economic Progress & Research Association (GEPR); Indian Commerce Association (ICA); Indian Economic Association (IEA); Hyderabad Management Association (HMA); NHRD (National Human Resource Development) Network; and All India Management Association (AIMA).

With a Ph.D. from Berhampur University on “Problems and Prospects of Venture Capital Industry”, Prof. Prasada Rao has been teaching post-graduate and under-graduate students Financial Accounting; Cost Accounting; Management Accounting; Banking Theory & Practice; Entrepreneurship; Indian Business Environment; Strategic Financial Management; Financial Institutions; Markets & Derivatives; and Merchant Banking & Financial

**MDPs / Conferences/Workshops :** Apart from borrowing the practical expertise from industry through visiting/adjunct faculty and guest lectures, Hyderabad Business School also shares the intellectual capital of its faculty members with the industry through Management Development Programmes (MDPs), and facilitates interaction among scholars of management studies, through conferences.

#### PROMOTING RESEARCH

Though it is only six years since its inception, Hyderabad Business School has produced an M.Phil. and two outstanding PhDs – (i) Venkata Ramana Ummareddy was awarded PhD for research on “Strategic Management Practices in Bio-Mass Power Plants in Andhra Pradesh”, (ii) M. Nageswara Rao was awarded PhD for research on “The Application of Stable Distribution Model for Prediction of Stock Returns: A study with special reference to selected major Indian Banks”. All the three scholars were supervised by the Dean & Director, Prof. S.S. Prasada Rao. Hyderabad Business School believes that only when the teaching faculty is up to date with research in their field, can they be good teachers. The faculty members are encouraged to publish their research and share with their peers in national/international conferences and seminars.

Services. Six doctoral candidates have been working under him, and one M.Phil. and two Ph.D. candidates have been awarded the degree, under his supervision. An author of four standard textbooks, Prof. Prasada Rao has presented several research papers in national and international conferences, which have been published in national and international journals. He is a peer reviewer for Emerald Group Publishing. He has actively participated in, as a resource person, and conducted several Management Development Programmes (MDPs) and Faculty Development Programmes (FDPs) on general management; and finance & accounting functions. He has been an invited speaker at several international and national level conferences. He is adjudicator of M. Phil and Ph.D. theses of various universities in India. He underwent several training programmes including the FDP (Faculty Development Program), organised by IIM, Ahmedabad in 2009.

Prof. Prasada Rao has received recognition for his contribution to management studies and education administration. He is a recipient of Mahatma Gandhi Gold Medal Award for Outstanding Individual Achievement in Education & Research by GEPR, New Delhi; Life time Achievement Award for Education Excellence by Association for Economic Growth & Social Development, New Delhi; Shiksha Bharti Puraskar by All India Achievers Foundation, New Delhi; and Innovative Leader in B-Schools for Director by LemonBridge Research and Innovation.

A fitness enthusiast, Prof. Prasada Rao participated in the National Himalayan Trekking Expedition – 2004 (NHTE- 2004), organised by Youth Hostels Association of India, New Delhi; he attended a ten day Vipassana course, organised by International Vipassana Meditation Centre, Visakhapatnam chapter.

# Communication Feature



## K. Thomas

Secretary, Vishweshwar Education Society  
Indira Institute Of Business Management

## Indira Institute Is All Set To Take On The World Markets In Its Stride

Ever since its inception in the year 2008 the Indira Institute of Business Management (IIBM) has been instrumental in providing quality education and is now a well acclaimed name in the Indian B-school arena, situated in the prime locality of Navi Mumbai . The Institute approved by AICTE and affiliated to Mumbai University, is committed to preparing its students for facing stiff global competition and thriving in turbulent times. The institute is dynamically playing its part in eventually giving India its rightful place on the global map

### How has the journey so far been for Indira Group of Institutes?

Indira Institute of Business Management was established in 2008, and has expanded considerably in the last eight years. We have grown in terms of students, faculty members, activities, placements and facilities offered. It has been a satisfying experience for the entire IIBM family because we have earned goodwill and built a brand image for ourselves.

### Please share information about Indira Group of Institutes and its motto.

#### Our Vision

To create an institute of distinction and excellence in the field of education with the purpose of fulfilling the industry as well as societal requirements through holistic development of the future achievers and leaders, who will also be good human beings.

#### Our Mission

- To provide a futuristic learning environment
- To establish global alliances for creating world class leaders
- To inculcate a value based system

#### Our Objectives

- To provide 'Management Education in a Corporate Environment'

- To achieve the highest standards of performance through total commitment and exceptional efforts
- To be creative in line with the changing pace of environment, and its impact on concerned areas of quality work performance

### How important is it to think global and act local in terms of course designing and exposure to students?

We have limited control over course designing. We are an AICTE approved institute and the syllabus we follow is prescribed by Mumbai University. However, we understand the need to think global and act local, and have hence incorporated a Career Development Programme which is offered as a value addition, to the Mumbai University syllabus. Through this programme, we make an effort to impart experiential learning and soft skill training to the students.

Moreover, we also have a National Research Conference that is organised every year, wherein we provide a platform for research scholars, academicians and industry professionals to share their knowledge with students. We also organise a Literary Festival each year, in order to inculcate the habit of reading amongst our students. We invite eminent authors to our college to share their work with our students. As part of this festival, we also organise

workshops that enhance their creative thinking, team building, public speaking and communication skills.

We organise regular Seminars and invite speakers from the industry, who have a vast national and international experience, so as to broaden the knowledge base of our students. In this era of globalisation, we are trying our best to provide maximum exposure to students, in every way, so that they are well prepared to fit into any industry, be it domestic or international.

**It seems that you focus a lot on education that is 'vocational' in nature. Why do you think such education is important for this new generation?**

The new generation is facing immense competition, both in the domestic and international markets, and education that is 'vocational' in nature gives students an edge over their peers from other colleges. While there are so many institutes offering management degrees, what ensures that our students are more equipped than others to achieve success in their careers, is our focus on vocational studies. They have an insight into their area of specialisation, and the specific skills required to effectively meet the industry demands.

**It has been seen lately that students are being trained by giving them more case studies and on the job training. What is your take on this and what is Indira group doing to create more case studies that are relevant for the Indian environment?**

Case studies are definitely an integral part of our teaching methodology, since they simulate real life situations, expand the horizon of the students and give them an opportunity to think analytically. We have tied up with IIM Ahmedabad to purchase their case studies, and also offer our students Harvard and INSEAD cases for perusal. Hence, we cover global as well as local cases that are relevant to their understanding of the industry.

**Soft skills are very important for a student to succeed in the corporate world, how is Indira Group helping its students to develop those skills, especially for students coming from tier 2 & 3 cities?**

We firmly believe that soft skills are integral to the development of the personality, and are taking special efforts to inculcate these skills in our students. We have a well- equipped Communication Lab with CDs; and Language Training programs designed by Cambridge University Press, for developing language skills in our students. Every week, students have a two-hour session in the Communication Lab, which is proving to be beneficial for all our students, particularly those from 2 & 3 tier cities. Besides, we also have grooming sessions, mock interviews,

group discussions and other programmes that are instrumental in soft skill development.

**Do you think there should be some sort of government initiative wherein they should make industry experience mandatory before joining B-schools?**

Industry experience will definitely add value and be beneficial from multiple perspectives. From the students' point of view, the understanding of theory will be enhanced by prior experience and ability to apply theoretical knowledge in practical situations. The faculty will find it easier to deliver their knowledge to students as the latter will be familiar with situations, and will have better understanding of cases and examples. Most importantly, it will be easier for institutes to place students who already have prior work experience. Such students will be more confident and will fare well at placement interviews.

**Are you providing any scholarship or sponsorship to the students for attracting more students?**

While we do not offer scholarships or sponsorships, we do help them acquire bank loans in case they are unable to afford higher education. We further allow needy students to pay on installment basis to ease their financial burden. Such decisions are taken on a case-to-case basis.

**What is the role you believe government should play in creating a better education system in India?**

While higher education in India is at par with international standards, our basic foundations are weak. The rote method of study is encouraged, and the all-round development of students is neglected. Conceptual learning should be inculcated in the formative years, and pressure on students to excel in examinations should be reduced.

Moreover, even at the post graduate level, the focus should be more on practical application of theoretical knowledge instead of the other way around. The government should place greater emphasis on project work and practical examinations, and the proportion of marks currently allotted to practical vs. theory should be reversed.

**What do you think the face of education in India will be in the coming years?**

India will be an Education Hub in the future. We provide quality education at a nominal cost, and the education industry, if marketed well, can be a huge income generator for the country. With a little improvement in teaching methodology, examination pattern and infrastructure, India can definitely give foreign universities a run for their money.

# Communication Feature



**Dr. Paul Dhinakaran**

Founder & Chancellor, Karunya University

## Karunya University - A Stalwart In The Indian B-School Arena since 1986

Karunya University is a fully residential, Evangelical Christian University located in Coimbatore, India. It was founded as a Christian minority institution by the late D. G. S. Dhinakaran and his son Paul Dhinakaran. Karunya is a deemed University and has been accredited by NAAC with a 'B' grade. This university is one among the top private universities of India to be rated under five star category and has won the record for participation in the largest ever awareness program on environmental awareness organized by Coimbatore municipal corporation.

**K**arunya University is located 25 kms away from Coimbatore, adjacent to the Nilgiris Biosphere Reserve. The University campus spread across 700 acres and has one of the most beautiful Campuses in India. The Karunya Institute of Technology was started as a private self financing Engineering College on 4th October 1986 by Late Dr. D.G.S. Dhinakaran and Dr. Paul Dhinakaran. In 2004, it was awarded the Deemed-to-be-University status by Ministry of Human Resources Development, the Government of India and subsequently renamed as Karunya University under section 3 of the UGC Act, 1956 vide Notification No. 9-3-2000-U3 dated 23rd June 2004 of the Government of India. The University was evaluated and has been accredited by NAAC, Govt. of India in September 2014. The University focuses on the overall development of the student community, academic excellence, value inculcation and spiritual empowerment for the societal service. The University offers graduate and post graduate / post graduate diploma courses in Engineering, Sciences & Management. Research programmes (Ph.D./M.Phil.) are also offered in various disciplines of Engineering, Science and Humanities and Management.

Recently Department of Mechanical Engineering and Department of Civil Engineering have been accredited by NBA, Govt. of India. The NABL, Govt. of India has accredited the Food science laboratory of Karunya University for the purpose of certification of food products. The University has been focusing on four main research

areas such as water, food, health care and energy towards solving the problems of humanity. Linkages have been established with more than 50 reputed academic research institutions and industrial houses within the country and outside for academic and research purposes including twinning programmes, faculty exchange and joint research. With the right focus on infrastructure, research, competence and compassion, Karunya University adds yet another feather to the cap of Coimbatore, an education hub.

Karunya University has recently established a city campus (Karunya University Business School) in the heart of Coimbatore (Avinashi Raod, P.N. Palayam, Coimbatore – 641 037) with state-of-the-art-infrastructure including furnished air-conditioned classrooms equipped with modern teaching aid, besides library and modern computer labs with wi-fi facility. The city centre campus offers MBA, BBA, B.Com., B.C.A., B.Sc. IT, B.Sc. Viscom and Part Time B.Tech. and M.Tech. courses.

#### Schools at Karunya University

1. School of Mechanical Sciences
2. School of Civil Engineering
3. School of Electrical Sciences
4. School of Computer Science and Technology
5. School of Biotechnology and Health Sciences
6. School of Science and Humanities
7. Karunya University Business School

# Communication Feature



**DR. M. R. SHOLLAPUR**

Director, Post Graduate Department of Management Studies and Research Centre, Siddaganga Institute of Technology

## Introduction Of The Institute And The MBA Department

Siddaganga Institute of Technology (SIT) is one of the premier technological located in Tumkuru, Karnataka, India. This prestigious institute was established in 1963 starting with three Courses leading to Bachelor of Engineering in Civil, Mechanical and Electrical Engineering, and is now offering undergraduate degree courses in 12 disciplines. In addition it also runs post-graduates programmes in 14 disciplines, including MBA and MCA Courses. It became an autonomous institution under Visveswaraiah Technological University (VTU) in 2007-08 with the last VTU batch graduating in 2010.

**S**iddaganga Institute of Technology (SIT), Tumkur, is one among the 125 educational institutions run by Sree Siddaganga Educational Society. His Holiness Dr. Sree Sree Shivakumara Swamiji of Sree Siddaganga Math, is the president and Sree Sree Siddalinga Swamiji, is the vice president of SESS. Starting with three courses in 1963 in Civil, Mechanical and Electrical Engineering, SIT is now offering undergraduate degree courses in 12 disciplines. In addition, it also offers post-graduate programmes in 16 disciplines, including MBA and MCA. It has nearly 4598 students with 326 faculties. The institute is affiliated to Visvesvaraya Technological University (VTU), Belagavi, and has been granted permanent affiliation. The institute is one among the 14 Engineering colleges under the Technical Education Quality Improvement Programme (TEQIP) - a World Bank Project- administered by the Government of Karnataka in the state. It got academic autonomy from the year 2007-08. Its undergraduate courses are accredited by the National Board of Accreditation (NBA).

The Post Graduate Department of Management Studies and Research Centre (PGDMS & RC) of SIT was established in 1997 to offer a two-year full-time MBA Programme. The MBA Programme is recognised by AICTE (All India Council for Technical Education) and Government of Karnataka; and is affiliated to VTU. The programme has been accorded with academic autonomy from the academic year 2008-09. The curriculum is oriented towards current and emerging issues in management and is upgraded every year to keep it abreast with the current business environment. The curric-

ulum consists of 34 courses (including mandatory courses and project work) spread over two to four semesters. The first year students are exposed to basic concepts in the broader areas of management, which lay the foundation for all the functional areas of management. In second year, students specialise in the functional areas of their interest: Marketing, Finance, Human Resource Management and Hospital Management.

The faculty applies different teaching/learning methods, as appropriate to each subject. Apart from lecture sessions, case studies, group exercises, individual and group presentations; guest lectures, use of audio-usual content and fieldwork are adopted. The department has a separate Placement Cell. The Placement Cell counsels the students on a continuous basis and endeavours to place them in companies, which provide opportunities for the optimum utilisation of their competencies and interests. Students interact with the industrial environment continuously through plant visits, projects, seminars, presentations etc. The department has a strong alumni base with about 1200 members. Our alumni members are working at prestigious organisations such as Wipro, Asian Paints, HDFC Bank, HUL, Oracle, Honey Well, etc.

The department has been recognised as a Research Centre. Various seminars and conferences have been organised under the auspice of SCMRD and the proceedings are brought-out in the form of books.



**Dr. Sudhindra Seshadri**

Senior Associate Dean & Distinguished Professor of Marketing,  
MYRA School of Business, Mysore

## Positioning Yourself For A Global Career In Business Management

Professionals from a wide variety of educational programmes and diverse work experience often arrive at the same overwhelming question – “What approach should I take to positioning myself for a global management career?” Two bases you must cover for this objective are: structuring your substantive business knowledge; and discovering practical routes to global employment. Once you envision your global sights, your starting point often comes as early as graduate level academic studies in business. Your challenge is to organise your knowledge of the “deep structure of business” in a way that will travel well over national boundaries. There are three levels you should distinguish:

- Business function process level models and frameworks in finance, information management, marketing, operations and organisational behaviour (for instance, can you measure your firm’s efficiency and effectiveness in specific domains of functional performance? Are knowledge resources sufficient to enable you to benchmark the required thresholds of performance in your country of interest?)
- Business entity imperatives for profitability and growth that require you to integrate these frameworks - break the silos – with interdisciplinary approaches to these functional processes (for instance, how well do you know all the interconnections that impact your firm’s financial statements? How do bottlenecks for integration change among counties?)
- Business systems - of markets, supply chains, open-business models, alliances, and regulatory policies – and the dynamics of these systems (for instance, can you explain, what changes for inter-firm and public agency driven governance, with past and ongoing waves of liberalisation?)

This three-level approach to organising your “business gyan” is imperative for choosing which of the below seven routes you take to avail of global employment opportunities. Historically – the routes to an international career in Business have been:

- You were hired for an outsourced project, and sent abroad as

a member of the delivery team, and either through leakage to the client or through a strong career break offered by your parent company, you make your career abroad.

- You enrol for a Masters or a PhD degree in a technical field or an MBA from a foreign university and join an MNC or a local firm in that country - or in some cases you pursue an academic career
  - You are in an advanced stage of your career in India in an MNC and it transfers you to a Asian Regional Office outside India, or - very rarely - to a Western Europe or North American Regional Office.
- Today - after waves of liberalisation, globalisation of world economies, emerging markets’ breakthrough growth and the digital revolutions of internet and mobile - additional routes to global careers have opened:
- You launch a New Economy Start-Up Business and achieve proof-of-concept and your early stage investor moves your founding team to a global technology hub to accelerate and scale up your business.
  - A large global financial services firm hires you right out of your degree program in technology or business management – usually information systems for financial engineering - and posts you to an entry level position in a foreign office.
  - A progressive Indian firm is expanding abroad and sends its trained managers to build operations, and you are in charge of the initial one-person office.
  - In an inversion of the MNC route – a large Regional Office is established in India, you are elevated to Regional Head and your territory includes multiple Asian countries.

To sum up: Gain and structure your business knowledge based on the distinct scale of challenges; and select a specific route to employment (without closing out the options) and you will be well positioned for a global management career. Remember, even the developed countries of the world need many more people like you than are available within their own borders.