

WINNERS & LOSERS

# Top table

Each year the FT conducts an in-depth survey of the top business schools in Europe. Here we reveal how they fared in 2009

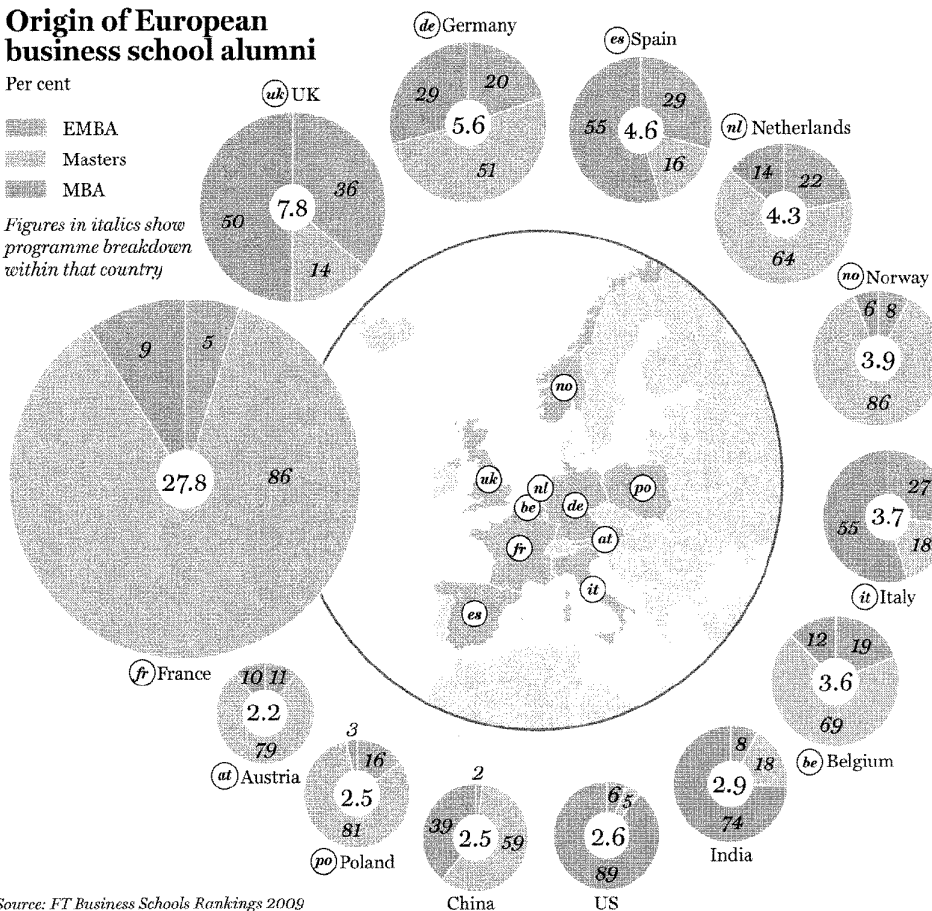
It has been an *annus horribilis* for business schools, yet there has been surprisingly little movement in the rankings, with HEC Paris maintaining its lead, says **Michael Jacobs**

## Origin of European business school alumni

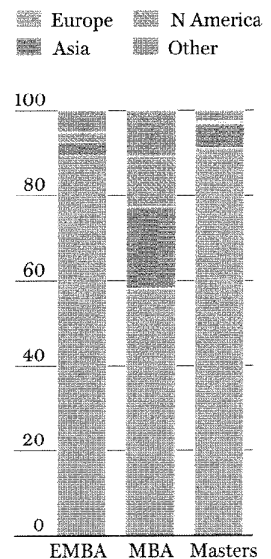
Per cent

- EMBA
- Masters
- MBA

Figures in italics show programme breakdown within that country



Source: FT Business Schools Rankings 2009



**A**FTER A YEAR OF turbulence in the business education sector, there is surprising stability at the top of the 2009 European Business Schools rankings. The impact of the economic downturn on both business schools and their alumni has been evident throughout 2009.

In January, the Global MBA ranking coincided with a period in which there was intense scrutiny of the degree as some high-profile holders of the qualification were implicated in the unfolding financial crisis.

Evidence collected as part of the Executive Education rankings in May pointed to the more direct economic impact of the crisis on schools. New enrolment numbers on open programmes showed signs of stagnation, while optimism about future investment in customised programmes remained low. Salary data reported later in the year by masters in management and executive MBA graduates showed a tightening of corporate belts, as year-on-year reductions in pay averages were recorded.

Yet against this backdrop of insecurity, the rankings presented here are reassuringly familiar. Leading the table of 70 schools is HEC Paris, celebrating four consecutive years as number one in Europe. HEC's retention of the European crown is a reflection of the school's blend of the quality and quantity of its programmes. It is one of only three European institutions to feature in every Financial Times ranking. In 2009, its masters in management degree, customised executive programmes and executive MBA collaboration – the Trium programme – were all ranked second in the world.

A similar trend emerges for the remaining nine schools in the top 10. Eight retain that status from 2008 and all have at least three entries in FT rankings. Esade Business School is the new entrant, achieving joint eighth place with EM Lyon. Improved performances in all four rankings it contested in 2009 were enough to lift the Spanish school from 11th last year.

In spite of the consolidation at the top, the rest of the table is by no means static. Imperial College Business School broke into the top 20, climbing 14 places from last year's joint 30th position. The London-based school's surge up the table reflects a debut entry into the masters in management ranking this year.

It's a similar tale for the Grenoble Graduate School of Business. On the back of a new entry into the 2009 global MBA ranking, the school moves from joint 30th with Imperial in 2008 to 19th this year. However, the highest climber

is Aston Business School, reaching 31st place from 47th last year.

There are seven new entries in 2009. Kozminski University, Poland, is the highest of the debutants, ranked 42nd, thanks to placing in both the masters in management and EMBA rankings. Following a first appearance in the EMBA ranking, Koç University Graduate School of Business makes the top 70. The inclusion of the Turkish institution increases the total number of countries represented to 20. Schools based in the United Kingdom and France continue to dominate though, making up more than half of the schools listed, with 22 and 18 entries respectively.

Given this presence, the proportion of students of British nationality who graduated in 2006 with an MBA, EMBA or masters in management degree from one of 70 schools listed is surprisingly small. The Financial Times surveyed close to 8,000 such graduates and just 8 per cent identified themselves as being a United Kingdom national. Lower participation by British students on masters programmes, accounting for more than 4,000 of the alumni surveyed, explains this apparently small number. Two per cent of students surveyed who completed a masters degree were from the UK. At the same time, British alumni were the most represented on MBA and EMBA programmes – accounting for 12 and 19 per cent respectively.

The contrast with French alumni is striking. Almost three in 10 alumni surveyed by the FT were French (28 per cent), and almost half – 45 per cent – the masters graduates were of French origin.

This disparity is in part explained by higher numbers of schools in France where the masters in management degree remains the pinnacle of business education. Some 17 of the 18 French schools included in the European league of 70 have a ranked masters programme, compared with nine out of the 22 schools based in the United Kingdom. The

*Although schools in the UK and France make up more than half of those listed, the proportion of British students is just 8 per cent*

higher number of international students attending programmes in the UK is another factor. Almost half of those who studied a masters in the United Kingdom were non-European, compared with an average across Europe of 11 per cent.

Regardless of what programme or where alumni studied, the majority view was that it proved worthwhile. Data on the achievement of programme aims show that the objectives alumni identified as the most

important were, in general, the ones that most completed successfully. In the case of masters graduates, management education, career progression and increasing earning potential were the most important motivations. More than three-quarters of those surveyed reported that their degree had helped them attain these objectives. MBA alumni had similar aspirations, although they also placed emphasis on the ability to change careers on graduation: an ambition achieved by 72 per cent.

In addition to professional progression and a related change in earnings, EMBA alumni wanted to develop a network of professional contacts through their studies. Three-quarters said the programme delivered on this goal. ■

## Masters

Although 91 per cent of graduates and 46 of the 50 schools featured in the FT's 2009 masters ranking were European, participants in the masters in management degree are far from homogenous.

Typically, around one-third of participants are not a national of the country in which they study. Unlike MBA or EMBA programmes, participation by female students is more or less equal to that of males, and students tend to be recent graduates of a bachelor degree and have little or no work experience. The data reveal an average starting age of between 22 and 23.

Alexandra Goujon, a graduate from ESCP Europe, entered the European track masters in management programme in 2002. "I chose ESCP especially for the programme ... which allowed me to live, study and work in four different countries," she explains.

Aside from her studies – in Paris, Oxford and Berlin – Goujon, a Parisian, was also required to complete a series of company internships. She chalked up an impressive range of experience, working at Dior Couture in France and the water management company Veolia Water in the UK before a final-year placement as a consultant at McKinsey & Co in Germany. She also fitted in a year out working as an intern at Danone, the dairy and bottled water company, in Milan.

Of the two-thirds of masters students surveyed who reported they carried out an internship, almost three-quarters were offered a job as a result. Goujon's experience was similar.

# Graduate insights

The class of 2006 share their

## experience of masters, MBA and EMBA programmes.

By **Michael Jacobs**

◆ Continued from page 27

Upon graduation in 2006 she joined McKinsey in Germany before moving into the public sector in France, where she now works as an adviser to the minister of education.

Consultancy, along with the finance and banking sectors, is one of the most popular destinations for masters in management graduates – 20 per cent had jobs as consultants three years after graduation, while 30 per cent worked in banking or finance. On average, alumni earned a salary of \$52,700 in 2009, compared with average tuition fees of \$15,900.

Goujon is enthusiastic about the ESCP degree and its impact on her career. "You learn to study and live with people of different backgrounds and cultures. You learn from the English and German teaching models, which are very different from the French one. This becomes very valuable when you enter professional life."

### **MBA**

Internationally, the most widely known business degree is the master of business administration (MBA). Popular among professionals looking to take the next step in their management careers, the MBA offers a chance to try a range of business functions and sectors.

It attracts participants from all over the world: 86 per cent of new entrants onto a European programme in 2009 came from a country other than the one in which they were studying, while data gathered from alumni of the class of 2006 show that almost half were from outside Europe.

As professional experience is typically a prerequisite for entry on to a programme, MBA students tend to be more senior than their masters in management counterparts. The average age of those who completed an MBA in Europe on starting the programme was 30. This seniority translates into higher pay – three years after graduation, alumni of European programmes enjoyed an average salary of \$125,400 in 2009.

With eight years' experience behind him in the pharmaceutical industry, Chinmaya Rath decided to move from Mumbai, India to embark on an MBA at Warwick Business School. Having started the programme in September 2007 aged 31, Rath graduated the fol-

*The average starting age of those who completed an MBA in Europe was 30.*

## *This seniority translates into higher pay*

lowing year and now works as a global market analytics manager at Novartis Pharma in Basel, Switzerland. "As my previous experience was focused more in the developing Asia-Pacific pharma markets, an entry to a good European business school opened doors to opportunities in western markets," he explains.

Rath's decision to study in the UK was also influenced by the length of the programme and the seniority of participants. Compared with North America, where programmes tend to last between 18 months and two years, European programmes are shorter and the students older. The inclusion of a management consultancy project, focusing on a real strategic problem, rather than an internship, drew Rath to the Warwick programme. His decision proved wise: on completion of a period of consultancy with Novartis Greece, he was offered his current position.

"The biggest impact of the MBA has been in opening up my perspective to take any kind of challenge, whether in business or my personal life," he says. "No business practice area looks unknown or untouchable and this has also given me the confidence to manage complex situations and find innovative solutions to business challenges."

### **EMBA**

The executive MBA is designed to further the management skills of professionals with substantial leadership experience. Unlike an MBA, which offers a general overview of business and management, an EMBA is tailored to the specific needs of the participants. Of the alumni surveyed, EMBA graduates were the oldest, with an average age of 34 and the highest earners too, reporting an average salary three years after graduation of \$142,200.

Due to the part-time nature of the programme – often delivered in weekly blocks over a 1-2 year period – an EMBA allows participants to bring actual business scenarios to the classroom and apply their newly acquired knowledge and skills once back at work. One of the strengths of the programme is the diversity of the participants, coming from a range of industry sectors. However, the focus is often more local in nature, explaining the dominance of European students on European programmes. Of those surveyed in 2009, 89 per cent were European.

**Alumni employment by sector three years after graduation**

Most frequent sectors\* (%)

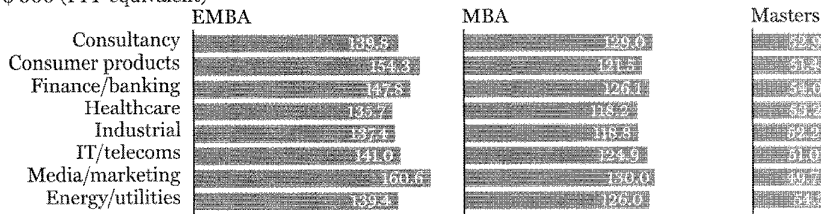


Source: FT Business Schools Rankings 2009

\*Not all sectors shown. Figures not to 100 per cent.

**Average salary three years after graduation**

\$'000 (PPP equivalent)



Source: FT Business Schools Rankings 2009

Rank 2009	Rank 2008	Rank 2007	3 year average rank	Business school	Country	European rank 2009	Salary today (\$)	Salary increase (%)	European rank 2009	Salary today (\$)	Salary increase (%)	EMBA 2009	European rank 2009 †	Masters in management 2009	Salary today (\$)	European rank 2009	Open European rank 2009	Executive education 2009	Female (%)	International (%)	Doctorate (%)	Faculty †	Rank 2009
38	39	45	41	Eada	Spain	28	89,786	103	33	79,722	51	25	24	26	32	32	38						
39	25	21	28	Henley Business School	UK	18			18	126,034	78	14	31	32	57	39							
39	37	28	35	University of Cambridge, Judge	UK	6	130,160	121					19	58	94	39							
41	20	17	26	Lancaster University Management School	UK	10	106,960	128					23	23	32	90	41						
42	44	39	42	Audencia Nantes	France								12	50,100									
42	-	-	-	Kozminski University	Poland	32			32	109,885	30	34	41,568										
44	22	43	36	Solvay Business School	Belgium								13	51,903									
44	46	-	-	ESC Lille	France								16	47,106									
46	47	49	47	ESC Toulouse	France								17	51,201									
47	26	49	41	Reims Management School	France								18	49,145									
48	58	46	51	IAG - Louvain School of Management	Belgium								20	51,074									
49	40	40	43	TiEa/Nimbas, Tilburg University	Netherlands	25	96,144	89	11***	126,025 (97,348)	67% (53%)		15	11	44	96	49						
49	53	46	49	EuroMed Marseille Ecole de Management	France								24	43,690									
49	59	-	-	Ceram Business School	France								22	48,268									
52	51	42	48	Rouen Business School	France								22	48,694									
52	55	53	53	Maastricht University	Netherlands								27	55,847									
54	52	51	52	Universiteit Antwerpen Management School	Belgium								25	47,309									
55	61	-	-	Bem Bordeaux Management School	France								30	48,091									
56	-	-	-	Politecnico di Milano School of Management	Italy	35*			34*				46										
57	55	51	54	Leeds University Business School	UK	19	100,918	105					21	17	41	23	84	58					
58	47	-	-	Catholic University of Portugal	Portugal								38	44,439									
59	59	54	57	ICN Business School	France								36	59,037									
59	62	56	59	University of Cologne, Faculty of Management	Germany								39	42,579									
61	62	60	61	ESC Tours - Poitiers (Escem)	France								44	52,382									
61	53	-	-	BI Norwegian School of Management	Norway								25	17	55	61							
61	-	46	-	Birmingham Business School	UK	23	82,624	99					23	32	80	61							
64	36	29	43	University of Edinburgh Business School	UK	29	101,884	75		114,000	61		27	35	90	64							
65	-	-	-	Koc University CSB	Turkey	25			25				41	31	97	65							
66	42	41	50	Nottingham University Business School	UK	31	99,647	62					41	42,278									
67	65	59	64	Corvius University of Budapest	Hungary								43	40,416									
69	-	-	-	ESC Clermont	France	33*							24	22	84	69							
70	-	-	-	The University of Sheffield	UK	34*							29	10	67	70							
70	-	-	-	HHL - Leipzig GSM	Germany								29	10	67	70							

The Cems programme was ranked number one in the masters in management, 2009 rankings, but it has not been included in the European Business Schools 2009 ranking as it is a programme and not a school. † Data are provided for information only. Most recently published data are given. # Figure in brackets refers to data from second programme for schools with more than one programme ranked. \* School was not included in the published 2009 ranking for this survey. \*\* School participated in this ranking on the basis of a joint programme only. Underlying score based on proportion of total score. \*\*\* School participated with more than one programme in this ranking. Underlying score based on combined scores.

The bold horizontal line breaks denote the pattern of clustering among the schools. Some 150 points separate HEC Paris at the top from the school ranked number 70. The top 11 business schools, from HEC to Essec Business School, form the top group of schools. The second group is headed by ESCP Europe, which would need to increase its score by 5 per cent overall to enter the top group. The third group is headed by Eada.

Financial Times European Business Schools 2009: The top 70 graduate business schools in Europe																					
Rank 2009	Rank 2008	3 year average rank	Business school	Country	MBA 2009			EMBA 2009			Masters in management 2009			Executive education 2009			Faculty †				
					European rank 2009	Salary today (\$)	Salary increase (%)	European rank 2009	Salary today (\$)	Salary increase (%)	European rank 2009	Salary today (\$)	Salary increase (%)	European rank 2009	Open	Custom	Female (%)	International (%)	Doctorate (%)		
1	1	1	HEC Paris	France	11	117,630	103	1**	285,773	77	1	72,105	6	1	28	57	99	1			
2	2	2	London Business School	UK	1	146,565	121	3***	247,579 (175,477)	83% (84%)			4	11	24	86	98	2			
3	3	3	Insead	France/Singapore	2	147,908	108	4	216,944	71			7	3	14	90	96	3			
4	4	4	IMD	Switzerland	5	151,624	97	6	193,392	63			1	2	9	98	100	4			
5	4	5	IE Business School	Spain	3	132,925	169	5	164,822	137			2	12	33	51	89	5			
6	7	6	iese Business School	Spain	4	124,645	135	7	175,887	67			3	4	18	46	99	6			
7	8	8	Rotterdam School of Management, Erasmus University	Netherlands	9	109,997	107	13***	138,740 (126,025)	52% (67%)			9	55	485	18	16	34	100	7	
8	8	9	EM Lyon Business School	France	32*			28	100,408	59			8	55	302	9	5	28	17	81	8
8	11	10	Esade Business School	Spain	7	121,776	137														
10	10	16	Vlerick Leuven Gent Management School	Belgium	20	101,180	66	24	115,031	55	19	53,163	14	19	37	22	98	10			
11	11	12	Essec Business School	France/Singapore	8**				138,308	77	4	62,395	5	8	27	41	91	11			
12	6	7	ESCP Europe	France/UK/Germany/Spain/Italy	12				134,009	73	2	65,542	13	30	58	91	12				
13	13	11	Cranfield School of Management	UK	13	127,004	95	15	140,762	67			11	7	24	42	76	13			
13	14	14	City University, Cass	UK	17	124,026	87	8	144,912	85	14	54,289	25	60	93	13					
15	15	13	Stockholm School of Economics	Sweden/Russia/Latvia	21				107,937	63	11	62,191	20	10	62	98	15				
16	30	23	Imperial College Business School	UK	16	117,119	96	14	133,186	71	31	51,143	19	74	94	16					
17	17	-	University of Strathclyde Business School	UK	17	118,683	114	29	125,343	45	25	44,064	36	32	66	17					
18	17	20	Helsinki School of Economics	Finland/S. Korea/Singapore	22				130,637	54	29	53,892	19	21	31	85	73	18			
19	23	15	London School of Economics and Political Science	UK	1**				285,773	77	3	71,262	31	66	96	19					
19	19	21	University of Oxford, Saïd	UK	8	135,502	109						10	13	18	61	100	19			
19	30	32	Grenoble Graduate School of Business	France	25	83,516	80						6	57	449	24	37	39	74	19	
22	16	18	Warwick Business School	UK	14	114,653	92	16	121,754	70			22	37	53	96	22				
22	24	36	University College Dublin, Smurfit	Ireland	30	104,934	66	26	121,778	60	35	46,164	29	46	96	22					
24	21	19	SDA Bocconi	Italy	15	104,859	111						8	9	40	23	83	24			
25	28	23	Durham Business School	UK	22	104,282	81	31	85,278	44	40	44,087	23	65	90	25					
26	35	31	Mannheim Business School	Germany	8**				138,308	77	7	72,702	20	13	81	26					
27	28	30	Nyenrode Business Universiteit	Netherlands	27				108,695	45	37	50,200	21	26	24	21	84	27			
28	33	32	Edhec Business School	France	10								10	55	409	23	20	29	33	81	28
29	26	25	Ashridge	UK	20				129,968	75			17	6	39	36	38	29			
30	30	25	Universität St. Gallen	Switzerland	19				119,084	56			12	13	13	68	100	30			
31	47	27	Aston Business School	UK	21	86,364	99						28	48	308	35	43	79	31		
31	37	37	Copenhagen Business School	Denmark	23				113,470	46	21	58,073	30	18	95	31					
33	44	35	Manchester Business School	UK	12	109,066	104						41	40	617	34	39	82	33		
34	43	38	University of Bath School of Management	UK	23	107,613	79						32	42	147	32	47	97	34		
34	41	57	Vienna University of Economics and Business	Austria	17**				127,906	51	15	52,728	51	15	52,728	36	15	91	34		
34	47	57	NHH	Norway	34*								33	54	161	18	27	19	21	92	34
37	34	32	Bradford University School of Management	UK	25	96,144	89	30**	97,348	53	45	37,193	34	35	79	37					