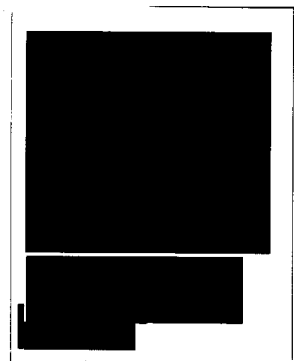


Global MBA ranking 2011

ILLUSTRATION: NEIL WEBB

The Financial Times' 13th annual league table of business schools reveals a stronger jobs market



INTRODUCTION

Sharing the prize

London Business School and the Wharton School top the MBA ranking, with more changes lower down. By **Michael Jacobs**

THE 13TH ANNIVERSARY OF the Financial Times MBA ranking is marked by London Business School and the Wharton School of the University of Pennsylvania sharing the prime position. The top three is completed by Harvard Business School, the only other school to have claimed the title of best MBA programme over the ranking's lifetime.

Wharton's return to the top after losing out to LBS last year is not surprising – it was number one for nine consecutive years, both jointly and on its own, from 2001 to 2009. Its return to form comes on the back of strong alumni earnings data. Last year's ranking saw Wharton alumni salaries drop following the economic downturn. Data gathered from the graduating class of 2007, collected by the FT for this year's ranking, show that earnings have rebounded, boosting the weighted, three-year-average salary for Wharton graduates to \$171,550 (measured in terms of purchasing power parity) – a growth of almost 7 per cent compared with 2010.

Last year's Wharton graduates found it easier to get a job than their peers from 2009

Last year's Wharton graduates found jobs much more easily than their peers from 2009 – 84 per cent of those looking for employment entered work within three months of graduation, up 9 percentage points on the previous year. This – along with strong performances in both doctoral and research ranks, two measures computed by the FT to gauge the quality and quantity of a school's generation of new ideas – was enough to close the gap on LBS.

Meanwhile, LBS celebrates three years at the top. It shared the title with Wharton in 2009 before taking it outright in 2010. While its alumni salaries were lower than the Pennsylvanian school's, LBS picked up points for the uplift in pay enjoyed by graduates. On average, LBS alumni are earning 132 per cent more three years after graduation than before they started their MBAs.

In terms of internationalism, LBS students are the second most likely to have moved around the world during or after their degree. Eighty-five per cent of its faculty are international and more than nine in 10 of its MBA enrolments last year were from non-British students.

BENEFITS OF AN MBA

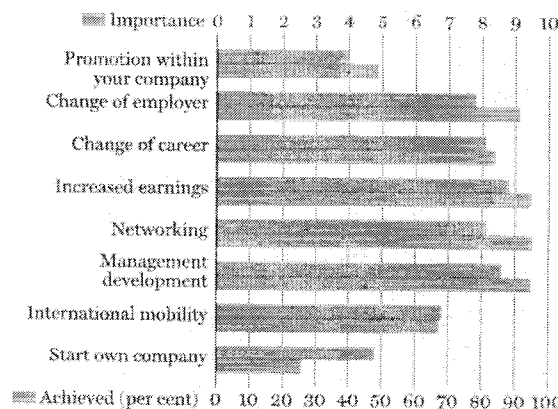
What are the most compelling reasons to gain the qualification?

WHEN THE FT asked graduates from the MBA class of 2007 why they decided to study for the degree, the answers came back loud and clear – changing jobs, switching careers and higher salaries were among the key reasons for going to business school.

The alumni participating in the survey were invited to rate reasons for following the programme on a

Why study an MBA? Importance and achievement of alumni aims

Where 1 = not at all important and 10 = extremely important



Source: FT data

ILLUSTRATIONS: NEIL WEBB; GRAPHICS: RUSSELL BIRKETT

The trends at the top are mirrored elsewhere. Overall, alumni salaries appear to have recovered in 2010. Of the 81 schools that have featured in each of the past three years' rankings, 61 saw increases in average weighted salaries compared with last year's ranking. This contrasts with more than half of schools recording decreases the previous year. But in spite of the improvement in pay reported throughout 2010, the average weighted salaries of 32 of these 81 schools remain lower than those recorded in 2008 for the 2009 ranking.

A more detailed salary analysis shows big differences between sectors of employment. The highest-earning alumni are in banking and finance, with an average salary of almost \$160,000. Nearly three in 10 who completed the FT survey said they worked in this sector, making it the most popular. Consultancy was the second most popular, both in terms of the numbers of alumni and the average salary. The 13 per cent of alumni working as consultants reported an average salary of \$140,500.

MBA graduates working in other countries

earn more than their locally employed counterparts. With an average salary of roughly \$143,800, international workers' pay is higher by more than \$7,000 (see map, page 54).

The Hong Kong University of Science & Technology continues its rapid ascent

In spite of the dominance of the top three schools, there is movement elsewhere in the table. The Hong Kong University of Science & Technology continues its rapid ascent. It entered the ranking at number 17 in 2008 and broke into the top 10 last year. Now it is in sixth place. Iese is close behind. The Barcelona-based school enters the top 10 this year, ranked joint ninth with MIT Sloan School of Management.

The Indian Institute of Management, Ahmedabad, is the highest-placed newcomer. Impressive salary data, both in terms of the average three years after graduation (\$174,440) and increase in earnings following the MBA (152 per cent), enabled it to debut at number 11. These data are consistent with another key ranking metric - IIMA alumni top the list for career progression, a measure that compares students' job titles before and three years after completing their MBA. ■

scale from one to 10, where one signified not important and 10 indicated extremely important. Increased earnings were foremost in students' minds, with an average rating of 8.8. Career change and networking were also considered significant, both averaging 8.1. But an MBA does not appear to be the obvious choice for those wishing to progress within an existing organisation. Gaining promotion with a current employer was bottom of the list of students' aims, with a score of 4.0. Changing jobs, however, scored an average of 7.8. As well as rating their reasons for doing an MBA, alumni were asked to indicate which aims they had realised as a result of their studies. The success rates were high. More than 90 per cent of those surveyed reported that they had increased their earnings and changed jobs or even careers after completing their MBA. Similar proportions of respondents had achieved their aims of networking and overall management development. Entrepreneurial spirit was in shorter supply. Overall, alumni placed an average importance rating of 4.8 on starting a company as a reason for going to business school. That said, one in four alumni reported starting a business after graduation. MJ

Increased earnings were foremost in students' minds when choosing to complete an MBA, as was career change

Similar proportions of respondents had achieved their aims of networking and overall management development.

Entrepreneurial spirit was in shorter supply. Overall, alumni placed an average importance rating of 4.8 on starting a company as a reason for going to business school.

That said, one in four alumni reported starting a business after graduation.

MJ

EMPLOYMENT

Job market more welcoming to MBA graduates from the class of 2010

THE JOB market for MBA graduates took a turn for the better last year, according to data gathered from business schools in this year's FT ranking.

Of those who graduated in the past academic year and searched for a job, 83 per cent found one within three months of graduation. It is an increase of 3 percentage points compared with 2009 but still down on 2008, when 89 per cent of job-seeking MBA graduates were employed within 12 weeks.

There is no lack of careers guidance available to would-be MBA students. One piece of advice worth considering is the value of a company internship. Among the class of 2007, surveyed by the FT as part of the 2011 ranking,

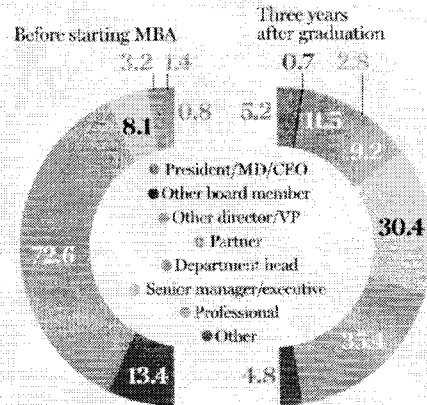
two-thirds of respondents completed such a placement as part of their programmes. While the professional experience acquired is an obvious benefit, many gained more than just something to add to their CV. Roughly 65 per cent of interns were offered a job by their host companies, and nearly half accepted the offer.

Analysis of graduate job titles before and after an MBA shows clear progression. Of the alumni surveyed, 60 per cent were more senior three years after graduation than when they started the MBA. Nearly 73 per cent of pre-MBA students chose "professional" from a list of job titles, but three years after graduation, this number shrank to 35 per cent in favour of more senior job titles.

MJ

MBA alumni job titles

Per cent



Source: FT data

Financial Times MBA 2011

The top 100 full-time global MBA programmes

2011	2010	2009	3 years	School name	Country	Alumni career progress										Diversity	
						Acad. year*	Salary today (US\$)	Weighted salary (US\$)	Salary percentage increase	Value for money rank	Career progress rank	Alma achieved rank	Placement success rank	Employed at three months (%)	Alumni recruitment rank	Women faculty (%)	Women students (%)
1=	1	1	1	London Business School	UK	2010	146,332	145,776	132	57	11	2	41	91 (97)	4	24	28
1=	2	1	1	University of Pennsylvania: Wharton	US	2008	175,153	171,551	123	89	33	32	11	84 (96)	2	19	40
3	3	3	3	Harvard Business School	US	2008	170,817	170,238	116	87	22	51	32	90 (100)	1	22	36
4=	5	5	5	Insead	France/Singapore	2009	147,974	147,883	108	4	18	14	44	82 (97)	7	14	33
4=	4	6	5	Stanford University GSB	US	2010	182,746	183,260	115	98	9	17	20	92 (97)	3	19	39
6	9	16	10	Hong Kong UST Business School	China	2011	133,334	133,334	142	16	36	31	52	69 (90)	50	25	34
7	6	4	6	Columbia Business School	US	2009	167,366	163,407	117	97	17	28	23	90 (96)	6	18	35
8	6	7	7	IE Business School	Spain	2009	142,894	149,884	136	28	4	82	40	91 (90)	29	33	28
9=	8	9	9	MIT Sloan School of Management	US	2009	158,353	158,387	121	88	10	54	16	89 (96)	18	27	35
9=	11	12	11	Iese Business School	Spain	2008	133,338	131,890	138	66	3	6	25	94 (97)	17	18	24
11				Indian Institute of Management, Ahmedabad	India	2011	174,440	174,440	152	25	1	94	14	97 (100)	10	12	7
12	9	11	11	University of Chicago: Booth	US	2007	152,370	151,373	109	95	55	26	1	89 (100)	8	15	35
13	12	15	13	Indian School of Business	India	2011	132,352	134,406	187	39	26	66	35	98 (99)	28	15	28
14	15	14	14	IMD	Switzerland	2009	145,539	145,846	89	6	5	1	2	83 (100)	15	10	23
15=	13	10	13	New York University: Stern	US	2008	138,398	138,865	119	91	34	40	10	86 (97)	11	16	36
15=	16	19	17	Yale School of Management	US	2008	151,451	146,959	133	79	41	6	30	90 (97)	20	19	37
17	22	8	16	Ceibs	China	2011	118,514	126,315	155	45	43	48	69	92 (95)	40	13	37
18=	13	13	15	Dartmouth College: Tuck	US	2006	155,732	155,020	113	90	56	3	15	93 (95)	13	21	35
18=	18	29	22	HEC Paris	France	2008	123,287	122,828	106	36	14	4	66	89 (84)	27	27	26
20	20	22	21	Duke University: Fuqua	US	2008	136,248	136,563	107	93	68	22	9	77 (100)	16	18	30
21=	19	18	19	Esade Business School	Spain	2009	124,572	125,346	128	40	2	41	45	82 (96)	35	29	31
21=	22	21	21	Northwestern University: Kellogg	US	2008	143,777	143,365	100	100	27	19	7	68 (96)	5	19	31
23		35		National University of Singapore: School of Business	Singapore	2006	100,456	100,456	140	35	53	62	64	93 (82)	56	31	33
24	28	23	25	University of Michigan: Ross	US	2008	134,208	137,189	104	78	37	39	4	78 (95)	14	23	30
25	28	31	28	University of California at Berkeley: Haas	US	2007	143,538	144,790	87	85	47	23	6	87 (100)	12	30	30
26	21	17	21	University of Cambridge: Judge	UK	2007	135,476	137,199	101	18	20	18	55	74 (89)	43	10	26
27	15	20	21	University of Oxford: Saïd	UK	2008	134,667	132,965	102	19	30	42	73	71 (92)	30	15	34
28	38	38	35	SDA Bocconi	Italy	2008	110,829	110,186	123	12	32	71	59	86 (90)	51	40	23
29	40	32	34	Manchester Business School	UK	2010	115,544	116,100	111	48	13	27	70	90 (84)	39	33	23
30	26	34	33	Cornell University: Johnson	US	2008	140,454	140,273	107	92	46	16	13	81 (88)	25	25	29
31	33	29	31	UCLA: Anderson	US	2008	136,906	137,726	106	77	45	53	34	81 (90)	19	17	31
32	41	41	38	City University: Cass	UK	2007	124,006	124,006	90	15	15	57	56	97 (99)	61	27	39
33	27	24	28	Nanyang Business School	Singapore	2011	104,952	104,952	121	25	23	85	88	82 (98)	76	32	26
34	26	35	32	Cranfield School of Management	UK	2008	128,608	132,039	85	6	8	7	42	96 (94)	37	28	24
35	36	32	34	Australian School of Business: ACBSM	Australia	2011	123,520	123,520	99	31	12	11	75	82 (97)	83	26	20
36	25	26	29	Rotterdam School of Management, Erasmus University	Netherlands	2011	107,573	107,969	91	23	42	35	65	87 (90)	48	17	29
37	32	39	36	Imperial College Business School	UK	2008	115,562	115,563	92	21	29	37	48	77 (94)	62	26	35
38=	34	34	32	Emory University: Goizueta	US	2010	120,796	120,835	105	80	66	30	21	87 (99)	36	22	31
38=	38	40	39	Georgetown University: McDonough	US	2010	126,500	127,539	108	94	54	9	40	88 (90)	45	24	28
40	43	44	42	University of Maryland: Smith	US	2010	110,931	110,931	105	73	69	76	60	81 (93)	66	26	33
41=	24	27	31	Lancaster University Management School	UK	2008	110,526	110,526	95	11	19	44	72	71 (88)	74	25	30
41=	31	27	33	University of Virginia: Darden	US	2009	130,862	130,788	102	82	60	12	5	83 (100)	18	22	29
43=	34	51	42	Carnegie Mellon: Tepper	US	2009	127,018	127,078	100	96	48	47	24	83 (95)	26	19	25
44=	44	53	47	Rice University: Jones	US	2008	117,812	117,812	104	81	82	34	22	84 (99)	54	21	36
44=	54	57	52	Texas A&M University: Mays	US	2008	108,435	108,435	116	8	78	13	39	93 (100)	46	34	22
46=	45	47	46	University of Toronto: Rotman	Canada	2010	100,176	98,760	87	66	84	64	78	89 (95)	22	27	32
46=	40	47	47	University of Western Ontario: Ivey	Canada	2005	104,586	104,327	97	33	59	57	28	92 (93)	24	26	32
46=	52	55	51	University of Illinois at Urbana-Champaign	US	2010	102,947	102,947	121	54	92	36	63	82 (92)	71	22	32
48=	52	49	50	University of Texas at Austin: McCombs	US	2010	118,422	119,298	93	66	57	21	33	90 (93)	21	29	33
48=	54	49	51	York University: Schulich	Canada	2009	86,844	87,849	94	32	71	68	95	64 (94)	31	28	35

Footnotes
* KPMG reported on the results of obtaining evidence and applying specified audit procedures relating to selected survey data provided for the Financial Times 2011 MBA ranking for selected business schools. Enquiries about the assurance process can be made by contacting Michelle Poddy of KPMG at m.poddy@kpmg.ca. The specified audit procedures were carried out between October and November 2010. The audit

data published denotes the survey for which the specified audit procedures were conducted

** These schools run additional courses for MBA students for which additional language skills are required. These figures are included in the calculations for the ranking but are not represented on the table to avoid confusion.

Although the headline ranking figures show the changes in the survey year to year, the pattern of clustering among the schools is also significant. A total of 210 points separate the top school from the school at number 100 in the ranking. The top 10 schools, from the London Business School and University of Pennsylvania Wharton to Iese Business School, form the leading group of world class business schools. A total of

Business generation										
Women board (%)	International faculty (%)	International students (%)	International boards (%)	International mobility rank	International experience rank	Languages	Faculty with doctorates (%)	FT doctoral rank	FT research rank	Rank in 2011
16	85	92	60	2	11	1**	98	23	7	1
8	37	34	66	43	33	0**	100	2	2	1
48	37	34	21	52	59	0	92	14	1	3
17	90	92	80	8	5	2	97	17	10	4
17	38	41	25	56	15	0	92	4	8	4
39	88	93	94	19	9	1	100	19	14	6
10	62	46	35	49	57	0**	97	7	10	7
23	54	87	32	31	34	1	93	69	62	8
13	32	51	60	51	25	0	100	11	19	9
26	49	80	90	13	4	1	100	48	70	9
30	0	8	10	42	81	0	96	55	92	11
13	37	44	38	65	50	0**	96	9	4	12
5	21	5	55	35	77	0	100	n/a	81	13
16	98	100	81	1	46	1	100	n/a	67	14
10	49	35	15	59	31	0	100	5	13	15
24	31	35	17	72	35	0	97	35	33	15
17	55	42	50	50	22	1	96	n/a	76	17
17	31	40	12	55	138	0	100	n/a	22	18
7	65	89	41	5	13	1**	99	47	33	18
10	39	33	41	74	128	0	99	20	3	20
25	19	85	90	12	17	1	82	66	89	21
8	45	34	10	70	116	0	95	6	8	21
17	59	85	17	9	12	0	97	51	43	23
20	31	29	17	58	44	0	94	3	6	24
9	44	42	9	61	30	9**	100	9	5	25
19	52	94	55	11	70	0	95	52	51	26
30	56	95	32	4	56	0	97	32	51	27
21	29	67	64	22	43	0	86	12	62	28
23	35	93	23	14	19	0	89	1	70	29
16	33	31	27	64	42	0	89	55	33	30
20	32	37	12	68	45	0	92	24	16	31
42	58	77	57	33	29	0	96	42	62	32
22	61	87	56	17	61	0**	90	70	62	33
23	44	82	33	20	168	1**	80	37	86	34
14	61	78	27	18	18	0	95	72	67	35
24	37	93	21	10	14	1	100	13	39	36
36	79	70	55	46	75	0	95	33	154	37
12	10	36	7	58	76	0	93	68	19	38
12	24	28	16	63	62	0**	94	n/a	43	38
16	29	46	7	48	57	0	98	38	10	40
31	34	94	38	26	69	0	89	16	76	41
21	13	33	9	73	58	0	94	79	43	41
16	40	37	5	87	53	0	95	10	43	41
19	23	31	4	82	86	0	93	n/a	14	44
24	17	19	0	83	72	0	81	57	33	44
41	72	42	53	39	65	0	98	18	16	46
14	56	23	27	57	66	0	91	27	38	46
21	11	37	0	85	87	0	97	49	33	46
10	28	27	2	69	64	0**	86	21	22	49
22	70	59	52	38	21	0**	99	73	16	49

TABLE KEY

Figures in brackets show the percentage each criterion contributes to the overall ranking

Audit year Indicates the most recent year that KPMG audited the school, applying specified audit procedures relating to selected data provided for the FT's MBA ranking.

Salary today The average alumnus salary three years after graduation. (The 2011 ranking surveyed the MBA class of 2007.) Includes alumnus salary data for the current year and the one or two preceding years, where available. The figure is NOT used in the ranking.

Weighted salary (20) The average alumnus salary today with adjustment for salary variations between industry sectors. Includes data for the current year and the one or two preceding years where available.

Salary percentage increase (20) The percentage increase in average alumnus salary from before the MBA to today as a percentage of the pre-MBA salary. Includes data for the current year and the one or two preceding years where available.

Value for money (3) Calculated using the salaries earned by alumni today, course length fees and other costs, including the opportunity cost of not working for the duration of the course.

Career progress (3) Calculated according to changes in seniority and the size of the company alumni are working in now versus before their MBA. Data for the current year and the one or two preceding years are included where available.

Aims achieved (3) The extent to which alumni fulfilled their goals for doing an MBA.

Placement success (2) Alumni who used the careers service at their business schools

were asked to rank its effectiveness in their job search. This figure includes data for the current year and the one or two preceding years where available.

Employed at three months (2) The percentage of the most recent graduating class that had found employment or accepted a job offer within three months of graduation. The figure in brackets is the percentage of the class for which the school was able to provide employment data.

Alumni recommend (2) Alumni had to name three business schools from which they would recruit MBA graduates. The ranking is calculated according to the votes for each school. Includes data for the current year and the one or two preceding years where available.

Women faculty (2) Percentage of female faculty
Women students (2) Percentage of female students
Women board (1) Percentage of female members of the advisory board.

International faculty (4) Percentage of faculty whose citizenship differs from their country of employment.

International students (4) Percentage of students whose citizenship differs from the country in which they are studying.

International board (2) Percentage of the board whose

citizenship differs from the country in which the business school is based.

International mobility (6) Calculated according to whether alumni worked in different countries before the MBA and on graduation, and where they are employed today.

International experience (2) Weighted average of four criteria that measure international exposure during the MBA.

Languages (2) Number of extra languages required on completion of the MBA. Where a proportion of students requires a further language due to an additional diploma, that figure is included in the calculations but not presented in the final table.

Faculty with doctorates (5) Percentage of faculty with a doctoral degree.

FT doctoral rank (5) Calculated according to the number of doctoral graduates from each business school during the past three years. Extra points are given if graduates took up faculty positions at one of the top 50 full-time MBA schools of 2010.

FT research rank (10) Calculated according to the number of faculty publications in 45 academic and practitioner journals. Points are awarded to the business school at which the author is currently employed. The total is weighted for faculty size.

41 points separate LBS and Wharton from less. The second group is headed by the Indian Institute of Management, Ahmedabad, which scored 69 points more than Lancaster University Management School, leader of the third group. The fourth group, which includes schools ranked from number 74 to 100, is headed by Purdue University, Krannert and University of Strathclyde Business School.

Financial Times MBA 2011
The top 100 full-time global MBA programmes

2011	2010	2009	3 years	School name	Country	Alumni career progress										Diversity		
						Audit year*	Salary today (US\$)	Weighted salary (US\$)	Salary percentage increase	Value for money rank	Career progress rank	Attainment rank	Placement success rank	Employed at three months (%)	Alumni recommend rank	Women faculty (%)	Women students (%)	
51	57	56	55	Vanderbilt University: Owen	US	2009	114,567	115,194	105	75	25	24	31	83 (94)	52	12	25	
52	48	46	49	University of Rochester: Simon	US	2011	111,226	111,226	110	64	77	46	51	73 (86)	85	17	31	
53	63	52	56	Melbourne Business School	Australia	2011	111,621	111,621	77	37	44	52	88	88 (91)	68	31	27	
53	72	74	65	University of California at Irvine: Merage	US	2011	101,495	101,495	113	59	97	53	54	82 (100)	82	40	23	
55	74	80	70	Durham Business School	UK	2007	101,181	101,181	89	7	35	72	96	62 (84)	81	25	32	
55	87	75	72	Vlerick Leuven Gent Management School	Belgium	2011	105,484	105,484	87	3	61	79	91	65 (95)	85	31	37	
57	95			McGill University: Desautels	Canada	2009	92,937	92,937	97	51	96	83	87	93 (97)	41	28	25	
58	42	37	46	Warwick Business School	UK	2010	109,311	109,311	66	22	38	61	98	96 (88)	34	38	31	
59		53		Pennsylvania State University: Smeal	US	2007	110,065	110,065	88	53	52	10	18	76 (97)	49	20	38	
60	89	71	73	University of Cape Town: GSB	South Africa	2007	140,896	140,896	76	1	31	73	92	82 (99)	93	31	35	
61	94	97	84	Hull International Business School	US/UK/JAE/China	2010	107,079	107,079	87	41	16	58	99	80 (100)	99	22	29	
62	46	45	51	University of North Carolina: Kenan-Flagler	US	2011	112,324	114,650	88	62	75	45	36	79 (97)	23	23	27	
63	67	95	75	Wisconsin School of Business	US	2009	106,523	106,523	100	45	65	59	29	87 (100)	67	23	40	
64	57	60	60	University of Southern California: Marshall	US	2010	116,624	116,448	86	99	50	29	27	88 (100)	42	29	27	
64	64	63	64	University of Iowa: Tippie	US	2008	92,688	92,688	119	38	100	25	19	95 (100)	89	23	14	
64	89	76	76	Arizona State University: Carey	US	2010	98,662	98,662	96	50	90	60	3	89 (100)	60	24	27	
64	93			Ispade	Mexico	2006	96,729	96,729	139	47	6	87	3	100 (100)	72	9	23	
66	61	57	62	Boston University School of Management	US	2008	104,796	104,796	99	74	67	75	67	86 (90)	44	26	37	
68	67	67	67	Thunderbird School of Global Management	US	2011	102,639	102,984	98	56	64	20	71	40 (85)	33	28	25	
68	75	83	75	Birmingham Business School	UK	2007	97,119	97,119	87	13	39	97	89	96 (84)	89	26	31	
68				SP Jain Center of Management	Dubai/Singapore		79,607	81,512	105	9	79	92	38	100 (80)	75	37	20	
72	67	80	73	Ohio State University: Fisher	US	2010	100,191	100,191	95	61	62	81	58	94 (90)	59	25	32	
73	57	60	63	Indiana University: Kelley	US	2007	112,524	112,676	86	67	98	15	32	84 (100)	32	27	24	
74	51	41	55	University of Strathclyde Business School	UK	2010	103,801	103,801	87	2	70	99	100	95 (62)	96	35	24	
74	54	80	69	Purdue University: Krannert	US	2010	100,252	100,252	94	55	80	84	68	64 (93)	53	27	20	
74	47	89	70	Boston College: Carroll	US	2009	111,114	111,114	83	63	79	49	53	85 (90)	58	35	31	
77				INCAE Business School	Costa Rica	2006	89,212	89,212	106	52	21	89	47	47 (39)	73	10	30	
78	79	86	81	Wake Forest University: Babcock	US	2010	108,520	108,520	110	70	87	63	46	92 (99)	70	27	17	
78	98	95	92	University College Dublin: Smurfit	Ireland	2007	105,354	105,354	72	10	72	33	90	100 (90)	89	25	29	
80	67	67	71	University of South Carolina: Moore	US	2010	91,297	91,297	93	60	93	65	62	82 (87)	87	23	36	
80	71	77	76	University of Notre Dame: Mendoza	US	2008	108,256	107,914	101	76	73	77	57	76 (98)	64	24	22	
80	82	71	78	University of British Columbia: Sauder	Canada	2011	88,894	88,894	72	42	51	95	61	83 (94)	58	14	26	
83	80			University of California, Davis	US	2011	100,675	100,675	93	58	99	66	79	92 (100)	88	42	30	
84	99	89	92	Dabson College: Olin	US	2008	113,393	113,392	85	84	26	56	36	94 (100)	38	25	35	
84		91		Eada	Spain		90,881	90,881	86	20	7	43	37	85 (71)	97	33	45	
84	78	57	77	University of Washington Business School: Foster	US	2010	107,118	107,118	73	71	89	38	37	80 (100)	55	27	34	
86				College of William and Mary: Mason	US	2004	98,238	98,238	102	49	91	86	74	79 (100)	78	29	28	
86	96	73	85	SMU: Cox	US	2010	103,150	103,150	89	85	83	5	50	87 (99)	57	28	23	
88	89	92	90	University of Edinburgh Business School	UK	2010	102,063	102,063	64	27	49	78	94	86 (97)	84	33	32	
90				Bradford School of Management/TiasImbas Business School	UK/Netherlands/Germany	2007	84,274	84,274	81	14	24	96	83	94 (79)	92	28	24	
91	83	92	89	Brigham Young University: Marriott	US	2008	99,557	99,557	102	44	74	74	26	87 (100)	47	9	19	
92				Pepperdine University: Graziadio	US	2006	100,000	100,000	103	72	94	88	80	63 (85)	94	21	36	
93				University of Georgia: Terry	US	2009	101,750	101,750	92	43	88	93	81	78 (96)	77	29	30	
94	77	63	76	University of Florida: Hough	US	2011	93,317	93,317	83	34	95	90	76	66 (88)	69	19	30	
94		57		Leeds University Business School	UK	2010	95,498	95,498	70	29	63	80	93	90 (71)	79	21	29	
96				Politecnico di Milano School of Management	Italy		74,184	74,184	84	24	85	95	84	69 (96)	100	23	44	
97				Georgia Institute of Technology	US	2004	105,000	105,000	100	69	58	50	43	94 (99)	62	34	31	
98				IAE Business School	Argentina	2006	72,797	72,797	82	17	40	70	77	78 (100)	87	8	42	
99				Kaist College of Business	South Korea		98,927	98,927	74	83	81	100	17	100 (100)	95	13	30	
100	97			EM Lyon Business School	France	2009	89,246	89,246	83	30	86	91	82	96 (73)	80	27	23	

Footnotes
* KPMG reported on the results of obtaining evidence and applying specified audit procedures relating to selected survey data provided for the Financial Times 2011 MBA ranking for selected business schools. Enquiries about the assurance process can be made by contacting Michelle Podry of KPMG at mpochoy@kpmg.ca. The specified audit procedures were carried out between October and November 2010. The audit

date published denotes the survey for which the specified audit procedures were conducted.

** These schools run additional courses for MBA students for which additional language skills are required. These figures are included in the calculations for the ranking but are not represented on the table to avoid confusion.

Although the headline ranking figures show the changes in the survey year to year, the pattern of clustering among the schools is also significant. A total of 210 points separate the top school from the school at number 100 in the ranking. The top 10 schools, from the London Business School and University of Pennsylvania Wharton to less business school, form the leading group of world-class business schools. A total of

	Women board (%)	International faculty (%)	International students (%)	International board (%)	International mobility rank	International experience rank	Languages	Faculty with doctorates (%)	FT doctoral rank	FT research rank	Rank in 2011
10	14	23	3	84	79	0	100	76	31	51	
15	36	55	33	62	23	0	84	51	61	52	
31	72	90	16	15	37	0	100	78	62	53	
15	30	30	11	53	85	0	98	54	54	53	
39	66	85	39	40	43	1	93	50	86	56	
17	22	86	100	7	91	1	93	74	81	56	
16	77	61	26	29	27	0**	96	67	48	57	
19	56	80	19	23	26	1	97	15	54	58	
19	21	39	0	75	89	0	85	39	27	59	
17	31	34	30	28	7	0	62	77	92	60	
10	48	91	80	6	1	0**	65	n/a	92	61	
10	40	27	34	69	47	0	86	34	39	62	
17	23	16	0	96	63	0	92	71	51	63	
11	31	22	15	86	80	0	80	41	27	64	
19	21	19	3	71	94	0	91	58	54	64	
11	27	24	0	60	100	0	85	31	31	64	
8	17	9	25	92	3	1**	35	n/a	199	64	
10	35	37	8	78	95	0	87	44	34	68	
23	30	55	34	36	36	1	89	n/a	70	68	
52	36	93	59	32	84	0**	85	22	76	68	
25	100	100	100	13	39	0	43	n/a	92	68	
12	26	27	4	80	23	0	86	28	22	72	
21	23	28	28	79	67	0	79	43	27	73	
33	32	97	33	16	60	0	72	40	76	74	
11	38	50	3	77	95	0	98	30	43	74	
5	17	34	8	93	82	0	85	60	22	74	
12	45	61	75	45	18	1	89	n/a	92	77	
13	8	30	12	94	83	0	91	n/a	86	78	
17	44	47	56	30	48	0	97	60	70	79	
13	18	27	6	47	12	0**	86	62	48	80	
12	10	18	5	95	40	0	87	n/a	39	80	
25	68	45	16	21	20	0	100	29	21	80	
26	29	25	7	97	90	0	100	n/a	54	83	
14	20	49	11	66	73	0	80	n/a	81	84	
23	36	93	38	24	51	1**	36	n/a	199	84	
18	19	18	12	67	41	0	85	38	39	86	
13	9	33	0	81	88	0	93	n/a	75	86	
12	27	23	5	91	71	0	91	n/a	54	88	
42	39	96	26	34	32	0	89	45	81	88	
41	30	94	5	29	74	0	86	56	81	90	
19	2	13	1	98	78	0	86	n/a	67	98	
14	6	24	0	84	82	0**	81	n/a	69	92	
17	15	15	0	90	99	0	92	64	40	93	
31	21	20	0	99	98	0	94	59	27	94	
22	31	79	56	44	96	0	84	26	70	94	
21	3	80	69	41	10	1	87	46	89	96	
7	27	13	2	76	92	0	88	53	22	97	
3	31	57	41	37	54	1**	53	n/a	92	98	
9	16	5	28	100	16	0**	88	25	92	99	
11	51	68	89	27	24	0**	99	76	70	100	

41 points separate LBS and Wharton from the rest. The second group is headed by the Indian Institute of Management Ahmedabad, which scored 69 points more than Lancaster University Management School, leader of the third group. The fourth group, which includes schools ranked from number 74 to 100, is headed by Purdue University, Krannert and University of Strathclyde Business School.

METHODOLOGY

Behind the scenes

Charlotte Clarke explains how the ranking is compiled

TO TAKE PART IN THE FT ranking, schools must have run a full-time MBA for four years and graduated their first class at least three years ago. (Classes must have 30 or more students.) European or US schools must be accredited by international bodies such as AACSB International, Equis or the Association of MBAs.

The ranking is based on data from two main sources: alumni and schools. A total of 158 business schools met the criteria and completed a survey. More than 21,000 alumni of the class of 2007 were asked to complete a survey, and more than 9,200 responses were submitted. The FT surveys graduates three years after completion of an MBA to assess its effect on career progression and salary. Fifty schools were excluded because of insufficient alumni data (at least 20 responses if the class is smaller than 100, otherwise 20 per cent). The rest were ranked, and the table shows the top 100.

Three main areas are analysed: alumni salaries and career development, the diversity and international reach of the school and its MBA, and the research capabilities of each school.

Within these areas, 20 criteria are used to determine the ranking. Eight are based on data from alumni questionnaires, including "Weighted salary (US\$)", "Placement success rank", "Alumni recommend rank" and "International mobility rank". The figures for seven of these eight criteria are based on data collected by the FT over three years. The information gathered for the 2011 MBA survey carries 50 per cent of the total weight. Data from the 2010 and 2009 rankings carry 25 per cent, respectively. Except for salary details, if only two years' worth of data are available, the weighting is split 60:40 if the information is from 2010 and 2009, or 70:30 if it is from 2010 and 2008 (where a programme did not make the top 100 in 2009).

For salary data, the weighting is 50:50 (the latest data are likely to be higher than previous years and may distort the average). "Value for money" is based on the 2011 MBA figures only.

The first three criteria examine alumni salaries and include the two most heavily weighted components of the ranking: "Weighted salary (US\$)" and "Salary percentage increase". Together these contribute 40 per cent of the rank for each school.

For all salary data, full-time students and salary data of alumni in the non-profit and public service sectors are removed. International Monetary Fund purchasing power parity rates

are used to convert the remaining data to US\$ PPP-equivalent figures. The highest and lowest salaries are excluded before schools' average salaries are calculated. For larger schools, the average salary is weighted to reflect variations between sectors. The weights are derived by calculating the percentage of respondents in each sector. This breakdown is then used to calculate an overall average school salary, which includes average salaries for each sector. Salary data on the table are all US\$ PPP-equivalent figures.

The salary percentage increase is calculated according to the increase in the average US\$ PPP salary for each school from before alumni started the MBA until 2010 (four or five years).



Eleven ranking criteria are based on data from schools, including "Employed at three months" and all criteria from "Women faculty" to "International board" and from "International experience rank" to "FT doctoral rank".

For the final column, "FT research rank", papers written by faculty in 45 academic and practitioner journals over the past three years are counted. Schools are awarded points per number of papers. The mark is weighted for faculty size. The research rank contributes 10 per cent of the final score.

A Z-score is compiled for each column to account for the differences in score between each school in that column and the spread of scores between the top and bottom school. The Z-scores are added up to give a total score for each school.

Judith Pizer of Jeff Head Associates acted as the FT's database consultant. FT research rank calculated using the Scopus database of research literature. Our interactive online ranking goes back to 1999 at <http://rankings.ft.com/businessschoolrankings>



TOP SCHOOLS

Back at the top

but Wharton is revamping its MBA. By Della Bradshaw

THE WHARTON SCHOOL AT the University of Pennsylvania has never been one to rest on its laurels. Although it moved back up the FT ranking this year to regain its joint number-one slot, the world-renowned MBA programme is already gearing up for change.

After a year and a half of discussions, the 227-strong faculty at Philadelphia-based Wharton has agreed changes in the structure of the full-time MBA programme, 17 years after the last significant review.

"What we have done is to create more flexibility by eliminating a couple of core courses," says Professor Thomas Robertson (left), the dean, who took up the post in August 2007.

The advantage of the changes, he says, is that students will be able to focus earlier in the programme on the topics that interest them, such as finance. "It will give them the ability to gain more in-depth knowledge."

The intention is to help prepare students for the company internships they begin at the end of their first year, and which often result in permanent job offers. The shift also reflects changes in the type of recruiters. "The centre of gravity has changed from New York to Washington and from the City of London to Westminster," says Prof Robertson.

In particular, the new programme will allow students to select different courses even during the first-year core. Currently, students all study the same course. The results will be flexibility for the students and innovation in course design, says Karl Uirich, vice-dean for innovation. "At the moment, the whole institution is set up to teach 12 sections at a time. Everyone becomes risk averse as a result."

There will be a partial launch of the programme this year, with full implementation for students entering the programme next year.

Students enrolling in 2012 will see advances in teaching technology (such as online material)

Top for finance

Rank	School name
1	New York University: Stern
2	University of Chicago: Booth
3	University of Pennsylvania: Wharton
4	Columbia Business School
5	London Business School
6	University of Rochester: Simon
7	Boston College: Carroll
8	University of Illinois at Urbana-Champaign
9	Rice University: Jones
10	Indian Institute of Management, Ahmedabad

Top for international business

Rank	School name
1	Thunderbird School of Global Management
2	University of South Carolina: Moore
3	Georgetown University: McDonough
4	Insead
5	Hult International Business School
6	IMD
7	University of Southern California: Marshall
8	York University: Schulich
9	MIT Sloan School of Management
10	Manchester Business School

Top for accountancy

Rank	School name
1	Brigham Young University: Marriott
2	University of Texas at Austin: McCombs
3	University of Illinois at Urbana-Champaign
4	Cornell University: Johnson
5	University of Chicago: Booth
6	Boston College: Carroll
7	University of Pennsylvania: Wharton
8	New York University: Stern
9	Rice University: Jones
10	Texas A&M University: Mays

Top for entrepreneurship

Rank	School name
1	Babson College: Olin
2	Stanford University: GSB
3	MIT Sloan School of Management
4	Imperial College Business School
5	UCLA: Anderson
6	University of California at Berkeley: Haas
7	IMD
8	University of Southern California: Marshall
9	Insead
10	University of Texas at Austin: McCombs

Top for corporate social responsibility

Rank	School name
1	University of Notre Dame: Mendoza
2	University of California at Berkeley: Haas
3	University of Virginia: Darden
4	Insead
5	Yale School of Management
6	University of North Carolina: Kenan-Flagler
7	Thunderbird School of Global Management
8	University of Michigan: Ross
9	Northwestern University: Kellogg
10	York University: Schulich

Top for general management

Rank	School name
1	University of Virginia: Darden
2	Harvard Business School
3	Dartmouth College: Tuck
4	IMD
5	Insead
6	University of Michigan: Ross
7	University of Western Ontario: Ivey
8	Northwestern University: Kellogg
9	Stanford University: GSB
10	Duke University: Fuqua

TOP SCHOOLS

Rigour delivers results

Academic debate is key, says LBS dean. By Della Bradshaw

to emphasise different learning styles, as well as a greater choice of content, including 200 elective courses. There will be a greater emphasis on faculty-led overseas teaching, and the school is investing in additional staff to give students a more personalised experience, including coaching. This has always been difficult in a programme that enrolls 820 students a year in the two-year programme.

"What I would like to see in my time here is to get the scale of Wharton with some of the intimacy we have on the executive MBA programme," says Howard Kaufold, vice-dean of the MBA programme. "We want each student to feel there is someone who knows them."

In addition, graduates will be given free executive education courses every seven years for the rest of their lives, although details of how this will be implemented are still vague. "When you are a student here, you want hard skills," says Prof Robertson. "Ten years out, you want more leadership and communications." ■

IT IS PERHAPS SURPRISING GIVEN the overflowing coffers of many US business schools, even in recessionary times, that a school with an endowment of less than £20m (\$30m) in the bank should for the past three years have topped the FT ranking of full-time MBA programmes.*

But the pull of London as a city, together with a line-up of top-notch research faculty, unrivalled global links and a highly focused approach to programme design, has made London Business School the destination of choice for many of the world's high-potential managers.

For Professor Andrew Likierman (below), the dean, who took on the job in 2009, one of the values of the school is that it has a healthy academic atmosphere, encouraging disagreement as well as accord. "As a school we are eclectic in that we encourage a lot of different viewpoints. This is different from some schools that have a prevailing ethos ... One of the advantages of being in London is that we have access to a lot of different people with a lot of different viewpoints."

The past year has been a huge relief for Prof Likierman, with the return of both corporate clients for executive short courses and recruiters for MBA students – the two key business school indicators of a step back to economic growth.

The recruitment statistics for graduates are impressive: up 10 percentage points this year, with 91 per cent of students from the two-year MBA programme in employment three months after graduation. Financial services and banking are still the preferred sectors.

Of all the world's top business schools, LBS is perhaps the one with the most varied degree portfolio, with 10 degrees on offer, including four executive MBAs, two masters in finance degrees, the Sloan programme, a PhD, a masters in management degree and the flagship MBA.

The one-year masters in management degree, designed for those with little or no work experience, graduated its first class of 100 in 2010, and was so successful that the school plans to increase the numbers to 140. The

programme has had some positive effects on the MBA, says the dean. "It has brought new recruiters into the school, and this has had a spin-off into the MBA, which is not what people were expecting."

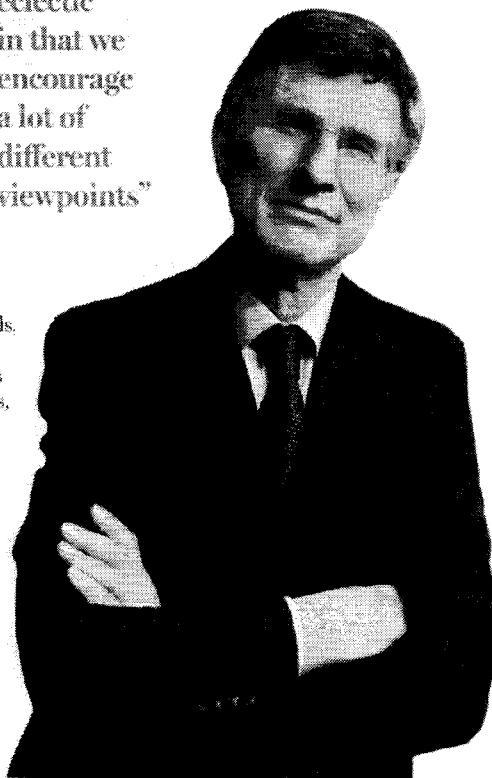
However, there are a couple of dark clouds gathering this year. The first is the capacity of the school's buildings in Regent's Park. "We are absolutely bursting at the seams here," complains Prof Likierman, who is hoping to expand into adjacent buildings, money and planning authorities permitting.

There is also the issue of student visas. The UK coalition government will decide in the next few months how it will issue employment visas for non-EU graduates who want to work in the UK. What is certain is that previous concessions that allowed graduates to work in the UK for two years after graduation will no longer apply.

And then there is the matter of the endowment. "It is too small," concedes Prof Likierman. "There is no question about it." ■

"As a school we are eclectic in that we encourage a lot of different viewpoints"

* In 2009 and 2011, LBS was ranked joint first with the Wharton School at the University of Pennsylvania



Top for marketing

Rank	School name
1	Northwestern University: Kellogg
2	Duke University: Fuqua
3	Indiana University: Kelley
4	Wisconsin School of Business
5	Yale
6	University of Michigan: Ross
7	Imperial College Business School
8	University of Pennsylvania: Wharton
9	Manchester Business School
10	HEC Paris

Top for economics

Rank	School name
1	University of Chicago: Booth
2	MIT Sloan School of Management
3	Cranfield School of Management
4	Imperial College Business School
5	University of Rochester: Simon
6	University of Cape Town: GSB
7	Yale School of Management
8	University of Pennsylvania: Wharton
9	Inca Business School
10	IE Business School

PHOTO: DANIEL LYNCH