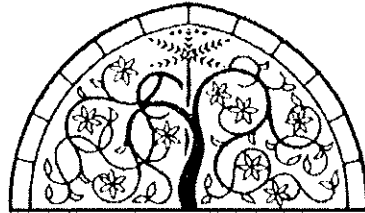


# Indian Institute of Management Ahmedabad



विद्याविनियोगाद्विकासः

**I I IMI**  
AHMEDABAD

## *PGP Placement Report*

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*Final Placements 2012*

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Ref No: SM/SMER/IIMA/2012/13845

August 29, 2012

Chairperson, The Placement Office  
The Indian Institute of Management  
Vastrapur  
Ahmedabad – 380 015  
Gujarat



Dear Ma'am,

**Re: Audit of the Placement Report of the 2010-12 Post Graduate Program in Management (PGP) programme**

We have audited the Placement Report prepared by you for the final placements of students of the 2010-12 batch of the Post Graduate Program in Management (PGP) programme of Indian Institute of Management, Ahmedabad (IIM-A). The Placement Report is the responsibility of IIM-A. Our responsibility is to validate the information provided in the report with the relevant documentation, and comment on the Placement Report's conformance with the Indian Placement Reporting Standards (IPRS).

In this context, we confirm the following:

1. For the purpose of the audit, we have obtained all the information and explanations, which to the best of our knowledge and belief were necessary. In our opinion, the Placement Report complies with the Indian Placement Reporting Standards.
2. The validation of information presented in the report is based on communication received by IIM-A from recruiting companies. CRISIL has not independently sourced any information or documentation.
3. We have verified the information with respect to remuneration and job function presented in the report with communication received from recruiters. Information regarding compensation received from individual students has not been used.
  - a. Where offer letters or other recruiter communication was not available, the report considers the record as data unavailable. We have not been able to verify the status of such students since there is no record.
  - b. The information has been categorized as best as possible under different salary heads as given in the IPRS: where a break-up was not available, the salary has been considered only as 'Maximum earning potential'.
4. The number of students opting out of the placement process has been established through written communication from the student who has opted out.

Thank you.

Best regards,



Sachin Nigam  
Senior Director, SME Ratings  
Tel: +91 22 3342 3012  
Email: sachin.nigam@crsil.com

**CRISIL Limited**

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## Overview

Placements for the 2012 class of the flagship Post Graduate Programme (PGP) in Management at IIM Ahmedabad were conducted between December 2011 and March 2012. Over 120 firms participated in the laterals and final placement process this year. Participating firms spanned diverse sectors such as Banking, Financial Services and Insurance (BFSI), Conglomerates, Consumer Goods (FMCG), Consulting, Information Technology (IT), Engineering, Environment and Energy, Manufacturing, Telecom, Real Estate, Media and others.

### Laterals placement process

The Laterals Placement Process was conducted between the months of December 2011 and February 2012. Firms like Accenture Business Consulting, Aditya Birla Group, Amazon, Deloitte Consulting, Microsoft and Infoedge were some of the recruiters who made offers during the Laterals process this year.

### Sector overview

Despite adverse market conditions, IIM Ahmedabad did not witness a hiring freeze from any sector. Barclays Capital, Deutsche Bank, Goldman Sachs, Morgan Stanley, Citibank and Nomura were some of the investment banks that recruited students from the batch of 2010-12. Other banks and financial institutions such as RBI, Yes Bank, DBS and Axis Bank also recruited a significant number of students this year. Recruiters in the consulting space included The Boston Consulting Group, McKinsey & Company, Bain & Company, Oliver Wyman, Opera Consulting, AT Kearney, Booz & Company, Accenture and Deloitte. A large number of students took up roles in Sales and Marketing in companies such as HUL, P&G, Kraft, ITC, Nestle, Airtel and Supermax. General Management profiles were offered to students by TAS, Aditya Birla Group, RPG Group and Ingersoll Rand among others. Several companies working in the Internet and e-commerce such as Zynga, yebhi.com, Redbus and InfoEdge recruited students for roles in product development, IT, marketing and general management.

### Top recruiters

In terms of number of offers, IBM was the top recruiter across clusters having hired 21 students from campus. Of the top global consulting firms, The Boston Consulting Group recruited 17 students and McKinsey & Company recruited 9 students. Accenture recruited 14 students which included offers made through the Laterals process. Among global investment banks, the Royal Bank of Scotland recruited 11 students for various roles in several international locations and was the largest recruiter in this cohort. In the FMCG cohort, first-time recruiter Supermax made the highest number of offers followed by global major Procter and Gamble.

### Fostering entrepreneurship

IIM Ahmedabad has always encouraged students to take up entrepreneurship as a career and this year, six students opted out of the placement process to start their own ventures. This year's start-ups include a social venture to make elderly people financially self-sufficient, a service to provide doctors and medicines at one's doorstep and an information security consulting firm. In line with its culture of fostering entrepreneurship, IIMA offers a placement holiday to its students wherein they will be allowed to participate in placements within the next two years in the event that their venture does not work out as planned.

### Placement report

We have prepared the placement report as per the Indian Placement Reporting Standards. The detailed report, which has been audited by CRISIL, is presented hereafter.

## 1 Classification of the entire placement pool

Categories	Number
1. Sought placement through the institute	365
1a. Students in PGP programme graduating in 2012	354
1b. Dual Degree students graduating in 2013	10
1c. Students returning from Placement Holiday	1
2. Did not seek placement through the institute	7
2a. Company-sponsored or already employed	1
2b. Continuing education	-
2c. Postponing job search	-
2d. Entrepreneurship (Starting a new business)	6
2e. Returning to / joining family business	-
2f. Sought placement outside the campus placement process	-
2g. Did not seek placements for other reasons	-
<b>Total students eligible for placements</b>	<b>372</b>
<b>Total Offers Accepted</b>	<b>365</b>
<b>Students still in process</b>	<b>0</b>
<b>Total who did not seek employment through the institute</b>	<b>7</b>

Table 1.1: Classification of the entire placement pool

*Note: Students opting for the dual degree programme will graduate from IIMA in 2013, a year after the students of the PGP programme. However, they are eligible to participate in the placement process in the current year (2012). Hence, dual degree students graduating in 2013 have been included among those eligible to participate in the placement process.*

*Note: The Institute, in its objective to foster entrepreneurship, allows a placement holiday to graduating students who wish to set up their own ventures. These students have an option of returning to seek placements from the Institute after trying to set up their own venture.*

### 1.1 Classification of the entire graduating pool

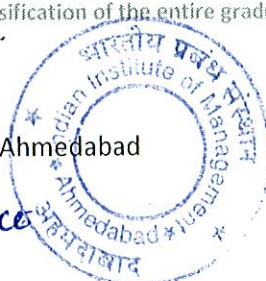
Categories	Number
1. Total students graduating in 2012	369
1a. Students in PGP programme graduating in 2012	361
1b. Dual Degree students of previous years graduating in 2012	8
2. Students graduating in 2013 and eligible for placements in 2012	10
3. Total students eligible for placements	372
3a. PGP programme students graduating in 2012	361
3b. Students graduating in 2013 eligible for placements in 2012	10
3b. Students returning from placement holiday	1
<b>Total who sought employment through the institute</b>	<b>365</b>
<b>Total who did not seek employment through the institute</b>	<b>7</b>

Table 1.2: Classification of the entire graduating pool



For the Indian Institute of Management, Ahmedabad

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INCHARGE, PLACEMENT OFFICE



For CRISIL Limited, Mumbai

## 2 Sector-wise classification

Sector	No. of Offers accepted
Banking, Financial Services & Insurance (BFSI)	72
Conglomerates	27
Consulting	106
Consumer Goods (FMCG)	56
Engineering / Technology	6
Environment and Energy	11
Information Technology (IT)	51
Manufacturing	7
Others <sup>†</sup>	10
Pharmaceutical / Healthcare	5
Real Estate	3
Telecom	11
<b>Total</b>	<b>365</b>

Table 2.1: Classification of offers based on sector

Note<sup>†</sup>: Media and Entertainment, Others, Travel and Tourism have been clubbed together and categorized as "Others".

Note: Sector-wise categorization highlights the number of offers made by companies operating in each sector.

## 3 Function-wise classification

Function	No. of Offers accepted
Consulting	132
Finance	71
General Management	36
Marketing / Sales	95
Operations / Supply Chain	5
Systems / IT	26
<b>Total</b>	<b>365</b>

Table 3.1: Classification of offers based on function

## 4 Location-wise classification

### 4.1 Global classification

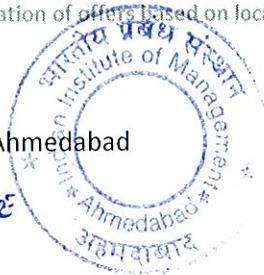
Locations	No. of Offers accepted
Americas	3
Europe	12
India	325
South-East Asia	17
Rest of Asia	8
<b>Total</b>	<b>365</b>

Table 4.1: Classification of offers based on location globally



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4.2 Indian locations classification

Indian Locations	No. of Offers accepted
Mumbai	56
National Capital Region	39
Bangalore	13
Hyderabad	6
Ahmedabad	3
Rest of India <sup>†</sup>	11
<b>Total</b>	<b>128</b>

Table 4.2: Classification of offers based on location within India

Note: Based on India location details available for 128 offers. Exact location details were not available for the remaining offers at the time of writing this report.

<sup>†</sup>Note: Rest of India includes Bathinda, Chennai, Hazira, Jaipur, Kochi, Kolkata, Patna and Pune.



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## 5 Salary data

Note: The entries in the 'Data' column specify the number of data points for which the minimum, maximum, mean and median are specified.

### 5.1 Salary heads – Domestic (INR)

	Salary	Min	Max	Median	Mean	Data
A + B	Basic salary and additional guaranteed cash components	6,70,052	37,00,000	13,50,000	13,73,572	250
C	One-time cash payments	25,000	5,00,000	1,40,000	1,78,104	115
D	Total guaranteed cash payments	6,70,052	37,00,000	14,00,000	14,55,500	250
E	Maximum Earning Potential (including non-cash, long-term and performance-linked components)	7,50,052	39,81,000	15,88,750	16,43,840	260

Table 5.1: Classification of salary components – Domestic

Note: Domestic salary data is based on the available 260 data points. For some data points, only the Maximum Earning Potential is available and this is reflected under the 'Data' column.

Note: Median and mean data for One-time cash payments (C) are based on a total of 115 data points, only where such payments were made.

### 5.2 Salary heads – International (USD)

	Salary	Min	Max	Median	Mean	Data
A + B	Basic salary and additional guaranteed cash components	\$40,577	\$1,08,276	\$45,730	\$70,304	16
C	One time Cash Payments	\$5,156	\$49,049	\$22,578	\$28,945	7
D	Total guaranteed cash payments	\$40,577	\$1,56,614	\$45,730	\$82,967	16
E	Maximum Earning Potential (including non-cash, long term and performance linked components)	\$47,340	\$1,66,926	\$59,448	\$91,867	16

Table 5.2: Classification of salary components – International

Note: International salary data based on the available 16 data points. The median and mean data for One-time cash payments (C) is based on a total of 7 data points, only where such payments were made.

Note: All conversions to USD made as per the average of closing rates in the month of June 2012

Sources: Bank of England, Reuters



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### 5.3 Salary statistics at purchasing power parity (PPP)

Salary in USD at PPP	Min	Max	Median	Mean	Data
INR salary (Total guaranteed cash component)	\$31,562	\$1,74,282	\$63,589	\$64,700	250
Non-INR salary (Total guaranteed cash component)	\$34,816	\$1,67,818	\$1,15,073	\$1,14,293	8
Combined INR and non-INR salary (Total guaranteed cash component)	\$31,562	\$1,74,282	\$63,638	\$65,486	258
INR salary (Maximum Earning Potential)	\$35,330	\$1,87,518	\$74,835	\$77,430	260
Non-INR salary (Maximum Earning Potential)	\$40,619	\$1,78,867	\$1,20,714	\$1,18,186	8
Combined INR and non-INR salary (Maximum Earning Potential)	\$35,330	\$1,87,518	\$76,566	\$78,647	268

Table 5.3: Salary statistics at PPP adjusted exchange rates

Note: As per the PPP conversion rate for 2010 for all available currencies from the MDG Indicators database of the United Nations

Source: <http://mdgs.un.org/unsd/mdg/SeriesDetail.aspx?srid=699&crd>

### 5.4 Sector-wise classification of salary – Domestic (INR)

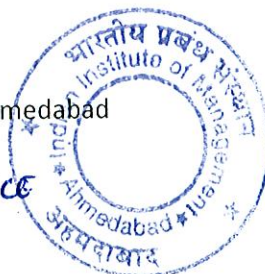
Base salary and Additional Guaranteed Cash components					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	7,00,000	37,00,000	11,55,000	13,49,912	27
Conglomerates	9,63,600	15,91,160	12,98,376	12,94,041	27
Consulting	8,40,420	20,50,000	14,50,000	15,14,343	85
Consumer Goods (FMCG)	6,70,052	18,60,000	13,28,000	13,45,759	39
Engineering / Technology	9,90,000	15,00,000	13,27,500	12,85,833	6
Environment and Energy	9,24,000	17,50,000	10,97,088	11,44,337	11
Information Technology (IT)	7,20,000	22,10,302	15,00,000	13,77,153	23
Manufacturing	7,56,000	15,00,000	10,38,000	10,74,000	5
Pharmaceutical / Healthcare	9,90,090	10,59,085	10,00,000	10,19,670	5
Others <sup>†</sup>	7,90,640	14,36,253	14,00,000	12,88,948	22

Table 5.4: Sector-wise classification of base salary and guaranteed components - Domestic



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One-time cash payments					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	65,565	1,75,000	1,50,000	1,35,141	4
Conglomerates	1,50,000	2,50,000	1,50,000	1,95,455	11
Consulting	25,000	4,50,000	78,500	1,71,646	54
Consumer Goods (FMCG)	50,000	5,00,000	3,00,000	2,68,750	16
Engineering / Technology	-	-	-	-	0
Environment and Energy	50,000	52,508	52,508	51,568	8
Information Technology (IT)	1,20,000	4,00,000	2,25,000	2,56,000	10
Manufacturing	1,50,000	1,50,000	1,50,000	1,50,000	1
Pharmaceutical / Healthcare	-	-	-	-	0
Others <sup>†</sup>	1,00,000	1,00,000	1,00,000	1,00,000	11

Table 5.5: Sector-wise classification of one-time cash payments – Domestic

Note: The mean and the median figures for One-time cash payments in the above section are calculated only from those offers which contained such payments.

Total Guaranteed Cash component					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	7,00,000	37,00,000	11,55,000	13,69,933	27
Conglomerates	9,63,600	17,65,000	13,50,000	13,73,670	27
Consulting	8,40,420	21,00,000	15,71,000	16,23,389	85
Consumer Goods (FMCG)	6,70,052	18,60,000	15,51,659	14,56,016	39
Engineering / Technology	9,90,000	15,00,000	13,27,500	12,85,833	6
Environment and Energy	9,74,000	17,50,000	11,49,596	11,81,841	11
Information Technology (IT)	7,20,000	26,10,302	16,50,000	14,88,457	23
Manufacturing	7,56,000	16,50,000	10,38,000	11,04,000	5
Pharmaceutical / Healthcare	9,90,090	10,59,085	10,00,000	10,19,670	5
Others <sup>†</sup>	7,90,640	15,00,000	14,68,127	13,38,948	22

Table 5.6: Sector-wise classification of total guaranteed cash component – Domestic

<sup>†</sup>Note: Telecom, Real Estate, Travel and Tourism, Media / Entertainment and other sectors have been clubbed together under "Others" in order to maintain confidentiality of individual level data.



For the Indian Institute of Management, Ahmedabad

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### 5.5 Function-wise classification of salary – Domestic (INR)

Base Salary and Additional Guaranteed Cash components					
Functions	Min	Max	Median	Mean	Data
Consulting	7,90,640	20,50,000	14,25,000	14,88,088	90
Finance	7,00,000	37,00,000	12,20,000	13,90,013	28
General Management	9,63,600	17,50,000	12,98,376	13,01,121	36
Marketing / Sales	6,70,052	18,60,000	13,28,000	12,50,485	73
Operations / Supply Chain	14,00,000	15,00,000	15,00,000	14,75,000	4
Systems / IT	7,20,000	22,10,302	13,50,000	13,95,729	19

Table 5.7: Function-wise classification of base salary and guaranteed components – Domestic

One-time cash payments					
Functions	Min	Max	Median	Mean	Data
Consulting	25,000	4,50,000	78,500	1,71,646	54
Finance	65,565	1,75,000	1,00,000	1,20,081	7
General Management	1,50,000	2,50,000	1,50,000	1,95,455	11
Marketing / Sales	50,000	5,00,000	1,00,000	1,79,168	33
Operations / Supply Chain	1,00,000	1,50,000	1,50,000	1,37,500	4
Systems / IT	1,20,000	4,00,000	3,50,000	2,93,333	6

Table 5.8: Function-wise classification of one-time cash payments – Domestic

*Note: The mean and the median figures for One-time cash payments in the above section were calculated only from those offers which contain such payments.*

Total Guaranteed Cash component					
Functions	Min	Max	Median	Mean	Data
Consulting	7,90,640	21,00,000	15,11,000	15,91,076	90
Finance	7,00,000	37,00,000	12,20,000	14,20,033	28
General Management	9,63,600	17,65,000	13,50,000	13,60,843	36
Marketing / Sales	6,70,052	21,00,000	14,00,000	13,31,479	73
Operations / Supply Chain	15,00,000	16,50,000	16,50,000	16,12,500	4
Systems / IT	7,20,000	26,10,302	14,00,000	14,88,360	19

Table 5.9: Function-wise classification of total guaranteed cash component – Domestic

*Pravin G. Christian*

For the Indian Institute of Management, Ahmedabad

**PRAVIN G. CHRISTIAN**  
INCHARGE, PLACEMENT OFFICE



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### 5.6 Sector-wise classification of salary – International (USD)

Base salary and Additional Guaranteed Cash components					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	\$1,01,212	\$1,08,276	\$1,01,212	\$1,02,635	7
Consumer Goods (FMCG)	\$40,577	\$45,730	\$45,730	\$45,157	9

Table 5.10: Sector-wise classification of base salary and guaranteed components – International

One-time cash payments					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	\$5,156	\$49,049	\$22,578	\$28,945	7
Consumer Goods (FMCG)	-	-	-	-	0

Table 5.11: Sector-wise classification of one-time cash payments – International

Note: The mean and median figures for One-time cash payments in the above section were calculated only from those offers which contained such payments.

Total Guaranteed Cash component					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	\$1,07,553	\$1,56,614	\$1,23,789	\$1,31,580	7
Consumer Goods (FMCG)	\$40,577	\$45,730	\$45,730	\$45,157	9

Table 5.12: Sector-wise classification of total guaranteed cash component – International

### 5.7 Function-wise classification of salary – International (USD)

Base Salary and Additional Guaranteed Cash components					
Functions	Min	Max	Median	Mean	Data
Finance	\$1,01,212	\$1,08,276	\$1,01,212	\$1,02,635	7
Others <sup>†</sup>	\$40,577	\$45,730	\$45,730	\$45,157	9

Table 5.13: Function-wise classification of base salary and guaranteed components – International

One-time cash payments					
Functions	Min	Max	Median	Mean	Data
Finance	\$5,156	\$49,049	\$22,578	\$28,945	7
Others <sup>†</sup>	-	-	-	-	0

Table 5.14: Function-wise classification of one-time cash payments – International

Note: The mean and median figures for One-time cash payments in the above section were calculated only from those offers which contained such payments.



For the Indian Institute of Management, Ahmedabad

**PRAVIN G. CHRISTIAN**  
INCHARGE, PLACEMENT OFFICE



For CRISIL Limited, Mumbai

Total Guaranteed Cash component					
Functions	Min	Max	Median	Mean	Data
Finance	\$1,07,553	\$1,56,614	\$1,23,789	\$1,31,580	7
Others <sup>†</sup>	\$40,577	\$45,730	\$45,730	\$45,157	9

Table 5.15: Function-wise classification of total guaranteed cash component – International

<sup>†</sup> Note: The Marketing / Sales and Operations / Supply Chain Management functions have been clubbed together while reporting in order to maintain confidentiality of individual level data.

## 5.8 Location-wise classification of salary

### 5.8.1 Global locations

Note: Based on the location and salary data of 266 available data points (250 domestic and 16 international)

Base salary and Additional Guaranteed Cash components					
Location	Min	Max	Median	Mean	Data
India (INR)	6,70,052	37,00,000	13,50,000	13,73,572	250
Others <sup>†</sup> (USD)	\$41,413	\$1,08,276	\$45,730	\$70,771	16

Table 5.16: Location-wise classification of base salary and guaranteed components

<sup>†</sup> Note: Europe has been combined with South East Asia and Rest of Asia for this salary head to maintain confidentiality of individual level data.

One-time cash payments					
Location	Min	Max	Median	Mean	Data
Europe (USD)	\$22,832	\$49,600	\$36,216	\$36,216	4
India (INR)	25,000	5,00,000	1,40,000	1,78,104	115
Others <sup>†</sup> (USD)	\$5,156	\$48,338	\$5,987	\$19,827	3

Table 5.17: Location-wise classification of one-time cash payments

Total Guaranteed Cash component					
Location	Min	Max	Median	Mean	Data
Europe (USD)	\$1,25,181	\$1,51,949	\$1,38,565	\$1,38,565	4
India (INR)	6,70,052	37,00,000	14,00,000	14,55,500	250
Others <sup>†</sup> (USD)	\$41,413	\$1,56,614	\$45,730	\$65,202	12

Table 5.18: Location-wise classification of total guaranteed cash component

<sup>†</sup> Note: In the above two tables, South East Asia and Rest of Asia have been combined into 'Others' to maintain confidentiality of individual level data



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### 5.8.2 Indian locations

Note: Based on the India location and salary details of 128 offers available

Base salary and Additional Guaranteed Cash components					
Indian Locations	Min	Max	Median	Mean	Data
National Capital Region (NCR)	7,07,260	20,00,000	13,50,000	13,57,360	39
Mumbai	7,00,000	37,00,000	12,85,000	13,88,087	56
Bangalore	8,00,000	17,00,000	11,40,108	12,71,023	13
Hyderabad	7,90,640	22,10,302	17,02,136	14,93,248	6
Ahmedabad	8,50,000	14,00,000	8,50,000	10,33,333	3
Rest of India <sup>†</sup>	7,56,000	17,50,000	12,21,540	12,11,155	10

Table 5.19: Location-wise classification of base salary and guaranteed components (within India)

One-time cash payments					
Indian Locations	Min	Max	Median	Mean	Data
National Capital Region (NCR)	25,000	2,50,000	52,508	83,154	23
Mumbai	50,000	1,75,000	1,50,000	1,22,173	11
Bangalore	50,000	1,00,000	50,000	62,500	4
Hyderabad	3,00,000	4,00,000	4,00,000	3,75,000	4
Ahmedabad	-	-	-	-	0
Rest of India <sup>†</sup>	25,000	1,00,000	65,565	63,522	3

Table 5.20: Location-wise classification of one-time cash payments (within India)

Total Guaranteed Cash component					
Indian Locations	Min	Max	Median	Mean	Data
National Capital Region (NCR)	7,07,260	21,00,000	13,75,000	14,06,400	39
Mumbai	7,00,000	37,00,000	13,16,426	14,12,085	56
Bangalore	8,00,000	17,00,000	11,90,108	12,90,254	13
Hyderabad	7,90,640	26,10,302	20,52,136	17,43,248	6
Ahmedabad	8,50,000	14,00,000	8,50,000	10,33,333	3
Rest of India <sup>†</sup>	7,56,000	17,50,000	12,71,540	12,30,212	10

Table 5.21: Location-wise classification of total guaranteed cash component (within India)

<sup>†</sup>Note: Rest of India includes Bathinda, Chennai, Hazira, Jaipur, Kochi, Kolkata, Patna and Pune. This has been done to maintain confidentiality of individual offers.



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## 6 Other details

Sl. No.	Parameter	Number
1	Total Pre-Placement offers awarded	102
	1a. Through internships	102
	1b. Others	-
2	Total Pre-Placement offers accepted	77
	2a. Through internships	77
	2b. Others	-

Table 6.1: Details regarding pre-placement offers (PPO)

## 7 Compliance statement

This placement report has been prepared as per the Indian Placement Reporting Standards, version 2.0<sup>†</sup>.

The instances where the report deviates from the standards and the reasons for them are mentioned below:

Sl. No.	Deviation from the standards	Reason
1	Basic & Additional Guaranteed Cash components have been combined	Data at this granularity was not available for several firms
2	PPI data not included in other details	Data regarding PPIs was not collected
3	PPO data as per IIM-A internal records	Documents not available for all cases
4	Data regarding location collected from students in many cases	Location data not mentioned in offer letters and thus were communicated by students to IIM-A

Table 7.1: List of deviations from standards with reasons

\* Note: [http://www.iimahd.ernet.in/iprs/PlacementReportingStandards\\_v2.pdf](http://www.iimahd.ernet.in/iprs/PlacementReportingStandards_v2.pdf)



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