

Ref No: SN/SMER/FLAME/2012/2530

February 20, 2012

Chairperson, The Placement Office
FLAME School of Business
Gate No 1270, FLAME Campus Path,
Lavale, Maharashtra 411042

Dear Madam,

Re: Audit of the Placement Report of the 2009-11 Post Graduate Diploma in Management (PGDM)

We have audited the Placement Report prepared by you for the final placements of students of the 2009-11 batch of the Post Graduate Diploma in Management (PGDM) programme of FLAME School of Business (FSB), as per the Indian Placement Reporting Standards (IPRS)¹. The Placement Report is the responsibility of FSB. 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 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 FSB from recruiting companies. CRISIL has not independently sourced any information or documentation.
3. We have verified the information with respect to remuneration, job function and location presented in the report with communication received from recruiters. Information regarding compensation received from individual students has not been used. The data verified comprises 94% of the total offers made on campus.
 - a. Where offer letters or other recruiter communication was not available, the report considers the record as data unavailable.
 - 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. We have not been able to verify whether 5 out of 47 offers made were accepted.
5. We have not been able to verify one out of 18 students opting out of the process.

The placement report (pages 2-11 of this audit report) is appended.

Thank you.

Best regards,


Akash Deep Jyoti
Head, Ratings
Tel: +91 22 3342 3234
Email: ajyoti@crisil.com



¹ IPRS v 2.0 http://www.iimahd.ernet.in/iprs/PlacementReportingStandards_v2.pdf



PGDM FINAL PLACEMENTS 2011

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1. Classification of the entire graduate pool

The graduating class is categorized into three major groups:

- Graduates seeking placement through the institute
- Graduates not seeking placement through the institute
- Graduates who did not get placed

Categories	Number
1. Sought placement through the institute	58
2. Did not seek placement through the institute	
2a. Company-sponsored or already employed	-
2b. Continuing education	-
2c. Postponing job search	-
2d. Entrepreneurship (Starting a new business)	-
2e. Returning to / joining family business	8
2f. Seeking placement outside the campus placement process	-
2g. Not seeking placements for other reasons	10
Total who did not seek employment through the institute	18
3. Number unplaced, if any	8
Total Graduates	76

Table 1: Classification of the entire graduate pool

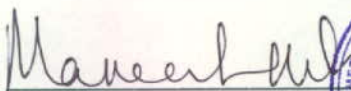
Note: The number of graduates includes students who graduated after the placement also.

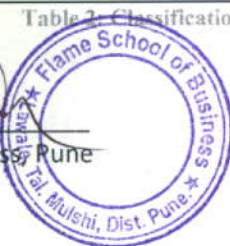
2. Sector-wise classification

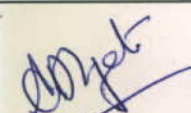
The table below shows sector-wise break-up of the accepted offers.

Sector	No of Offers accepted
Banking, Financial Services and Insurance (BFSI)	6
Consulting	4
Consumer Goods (FMCG)	6
Diversified	6
Energy	2
Engineering	4
Information Technology (IT)	6
Manufacturing	1
Pharma/ Healthcare	4
Real Estate	1
Others	5
Data not available	3
Total	48

Table 2: Classification of placements based on sector


For FLAME School of Business, Pune




For CRISIL Limited, Mumbai
20/02/2012



3. Function-wise classification

The table below shows function-wise break-up of the accepted offers.

Function	No of Offers accepted
Consulting	2
Finance	5
Human Resources	4
Marketing/ Sales	12
Operations / Supply chain	2
Systems/ IT	1
Others	5
Data not available	17
Total	48

Table 3: Classification of placements based on function

4. Location-wise classification

The table below shows location-wise break-up of the accepted offers.

Location	No of Offers accepted
Ahmedabad	4
Bengaluru	5
Mumbai	19
Gurgaon	1
Hyderabad	2
Pune	2
Chennai	1
Data not available	14
Total	48

Table 4: Classification of placements based on location


For FLAME School of Business, Pune



For CRISIL Limited, Mumbai
20/02/2012


5. Salary details

Note: The below tables are based on offers accepted on campus.

5.1 Salary Heads – Domestic (INR)

	Salary head (INR)	Min	Max	Median	Mean	Data
A	Basic Salary	48,600	451,073	140,040	155,433	30
B	Additional Guaranteed Cash Components	5,500	374,556	248,214	234,789	30
A+B	Basic Salary and Additional Guaranteed Cash Components	193,680	591,552	401,040	385,376	31
C	One time Cash Payments	30,000	100,000	54,000	60,600	10
A+B+C	Total guaranteed cash payments	193,680	691,552	412,392	404,925	31
D	Maximum Earning Potential (including non-cash, long term and performance linked components)	202,569	900,000	435,352	443,858	44

Table 5: Classification of salary components in INR

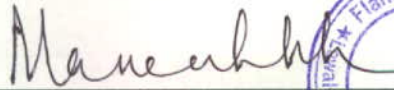
5.2 Sector-wise classification of salary

Manufacturing and real estate have been considered along with others to protect data confidentiality.

Note: The mean and the median figures for One-time cash payments in the following sections are calculated only from those offers which contain such payments and are given in order to indicate the industry benchmark.

Base Salary + Additional Guaranteed Cash Components (INR)					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	419,220	478,480	448,850	448,850	4
Consulting	240,000	591,552	498,276	457,026	3
Consumer Goods (FMCG)	193,680	193,680	193,680	193,680	1
Diversified	194,400	344,214	344,214	314,251	5
Energy	294,600	294,600	294,600	294,600	2
Engineering	401,040	401,040	401,040	401,040	4
Information Technology (IT)	382,392	440,380	403,885	408,886	6
Pharma/ Healthcare	270,012	270,012	270,012	270,012	1
Others	373,104	456,573	405,930	410,384	4

Table 6: Sector-wise classification of base salary + Additional Guaranteed Cash Components in INR


For FLAME School of Business, Pune




For CRISIL Limited, Mumbai
20/02/2012



One-time Cash Component (INR)					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	-	-	-	-	-
Consulting	100,000	100,000	100,000	100,000	2
Consumer Goods (FMCG)	-	-	-	-	-
Diversified	-	-	-	-	-
Energy	-	-	-	-	-
Engineering	54,000	54,000	54,000	54,000	4
Information Technology (IT)	30,000	30,000	30,000	30,000	3
Pharma/ Healthcare	-	-	-	-	-
Others	100,000	100,000	100,000	100,000	1

Table 7: Sector-wise classification of One-time Cash Payments in INR

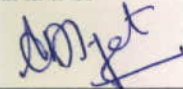

Total Guaranteed Cash Components (INR)					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	419,220	478,480	448,850	448,850	4
Consulting	405,000	691,552	691,552	596,035	3
Consumer Goods (FMCG)	193,680	193,680	193,680	193,680	1
Diversified	194,400	344,214	344,214	314,251	5
Energy	294,600	294,600	294,600	294,600	2
Engineering	455,040	455,040	455,040	455,040	4
Information Technology (IT)	412,392	440,380	418,885	423,886	6
Pharma/ Healthcare	270,012	270,012	270,012	270,012	1
Others	373,104	556,573	405,930	435,384	4

Table 8: Sector-wise classification of Total Guaranteed Cash Payments in INR

Maximum Earning Potential (INR)					
Sectors	Min	Max	Median	Mean	Data
Banking, Financial Services and Insurance (BFSI)	425,000	500,080	436,020	453,700	6
Consulting	375,000	805,991	618,861	604,678	4
Consumer Goods (FMCG)	221,244	450,000	408,000	381,207	6
Diversified	202,569	435,352	435,352	383,996	6
Energy	303,240	303,240	303,240	303,240	2
Engineering	475,008	475,008	475,008	475,008	4
Information Technology (IT)	434,772	500,000	442,389	459,054	6
Pharma/ Healthcare	300,360	365,000	365,000	348,840	4
Others	399,600	900,000	450,906	523,569	6

Table 9: Sector-wise classification of Maximum Earning Potential in INR


 For FLAME School of Business, Pune



 For CRISIL Limited, Mumbai
 20/02/2012


5.3 Function-wise classification of salary

Others include roles which do not fall into the given categories. Systems/IT has been clubbed with others to protect individual data confidentiality.

Note: The mean and the median figures for One-time cash payments in the following sections are calculated only from those offers which contain such payments and are given in order to indicate the industry benchmark.

Base Salary + Additional Guaranteed Cash Components (INR)					
Sectors	Min	Max	Median	Mean	Data
Consulting	405,000	591,552	498,276	498,276	2
Finance	193,680	427,440	382,392	346,476	4
Human Resources	382,392	591,552	486,972	486,972	2
Marketing/ Sales	194,400	478,480	419,220	384,418	9
Operations / Supply chain	270,012	270,012	270,012	270,012	1
Others	240,000	384,420	312,210	312,210	2

Table 10: Function-wise classification of base salary + Additional Guaranteed Cash Components in INR

One-time Cash Component (INR)					
Sectors	Min	Max	Median	Mean	Data
Consulting	100,000	100,000	100,000	100,000	1
Finance	30,000	30,000	30,000	30,000	2
Human Resources	30,000	100,000	65,000	65,000	2
Marketing/ Sales	-	-	-	-	-
Operations / Supply chain	-	-	-	-	-
Others	-	-	-	-	-

Table 11: Function-wise classification of One-time Cash Payments in INR

Total Guaranteed Cash Components (INR)					
Sectors	Min	Max	Median	Mean	Data
Consulting	405,000	691,552	548,276	548,276	2
Finance	193,680	427,440	412,392	361,476	4
Human Resources	412,392	691,552	551,972	551,972	2
Marketing/ Sales	194,400	478,480	419,220	384,418	9
Operations / Supply chain	270,012	270,012	270,012	270,012	1
Others	240,000	384,420	312,210	312,210	2

Table 12: Function-wise classification of Total Guaranteed Cash Payments in INR


For FLAME School of Business, Pune




For CRISIL Limited, Mumbai
20/02/2012



Maximum Earning Potential (INR)					
Sectors	Min	Max	Median	Mean	Data
Consulting	431,730	805,991	618,861	618,861	2
Finance	221,244	450,000	434,772	381,158	5
Human Resources	434,772	805,991	495,000	557,691	4
Marketing/ Sales	202,569	500,080	436,020	412,271	12
Operations / Supply chain	300,360	365,000	332,680	332,680	2
Others	350,000	451,812	370,000	383,569	6

Table 13: Function-wise classification of Maximum Earning Potential in INR

5.4 Location-wise classification of salary

'Rest of India' includes Pune and Chennai.

Note: The mean and the median figures for One-time cash payments in the following sections are calculated only from those offers which contain such payments and are given in order to indicate the industry benchmark.

Base Salary + Additional Guaranteed Cash Components (INR)					
Sectors	Min	Max	Median	Mean	Data
Ahmedabad	193,680	270,012	231,846	231,846	2
Bengaluru	382,392	382,392	382,392	382,392	2
Mumbai	194,400	478,480	401,040	383,500	14
Gurgaon	382,392	382,392	382,392	382,392	1
Hyderabad	591,552	591,552	591,552	591,552	2
Rest of India	384,420	478,480	405,000	422,633	3


Table 14: Location-wise classification of base salary + Additional Guaranteed Cash Components in INR

One-time Cash Component (INR)					
Sectors	Min	Max	Median	Mean	Data
Ahmedabad	-	-	-	-	-
Bengaluru	30,000	30,000	30,000	30,000	2
Mumbai	54,000	100,000	54,000	61,667	6
Gurgaon	30,000	30,000	30,000	30,000	1
Hyderabad	100,000	100,000	100,000	100,000	2
Rest of India	-	-	-	-	-

Table 15: Location-wise classification of One-time Cash Payments in INR


 For FLAME School of Business, Pune



 For CRISIL Limited, Mumbai

 20/02/2012

Total Guaranteed Cash Components (INR)					
Sectors	Min	Max	Median	Mean	Data
Ahmedabad	193,680	270,012	231,846	231,846	2
Bengaluru	412,392	412,392	412,392	412,392	2
Mumbai	194,400	556,573	441,240	409,928	14
Gurgaon	412,392	412,392	412,392	412,392	1
Hyderabad	691,552	691,552	691,552	691,552	2
Rest of India	384,420	478,480	405,000	422,633	3

Table 16: Location-wise classification of Total Guaranteed Cash Payments in INR

Maximum Earning Potential (INR)					
Sectors	Min	Max	Median	Mean	Data
Ahmedabad	221,244	399,600	330,180	320,301	4
Bengaluru	408,000	450,000	434,772	435,509	5
Mumbai	202,569	900,000	443,010	435,660	20
Gurgaon	434,772	434,772	434,772	434,772	1
Hyderabad	805,991	805,991	805,991	805,991	2
Rest of India	431,730	500,080	451,812	461,207	3

Table 17: Location-wise classification of Maximum Earning Potential in INR

6. Compliance statement

This placement report has been prepared as per the Indian Placement Reporting Standards, version 2.0. (Link: http://www.iimahd.ernet.in/iprs/PlacementReportingStandards_v2.pdf)

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 not given separately in sector-wise, function-wise and location-wise tables.	Detailed salary break-up was not available for 13 out of 44 records available.

Table 18: List of Deviations from Standards with reasons for the same


 For FLAME School of Business, Pune



 For CRISIL Limited, Mumbai
 20/02/2012
