



CRISIL Business School Grading

Grading Report

**SDM Institute of Management Development
(SDM-IMD)**

Mysore, Karnataka

Post Graduate Diploma in Management

May 14, 2015



SDM Institute of Management Development (SDM IMD) was set up by the SDM Education Trust in 1994; the trust has about 40 institutes under its aegis in the streams of engineering, medical, nursing, and dental education. SDM Education Trust was set up more than 40 years back by the SDM Trust, Dharmasthala, that is reputed for its temple charities, free food for pilgrims, and financial aid to the poor. The Post Graduate Diploma in Management (PGDM) programme at SDM IMD was started in 1996. SDM IMD shifted from a small campus to the present 10.5-acre campus in 2004. The PGDM programme is the only full-time course run by the institute. The institute has widened the scope by offering Doctoral Research Program in Management Studies. Shri Dharmasthala Manjunatheshwara Research Center in Management Studies (SDM RCMS), the research unit of SDM IMD has been recognised as a research centre by the University of Mysore, Mysore and the Tumkur University, Karnataka.

Best Practices Followed

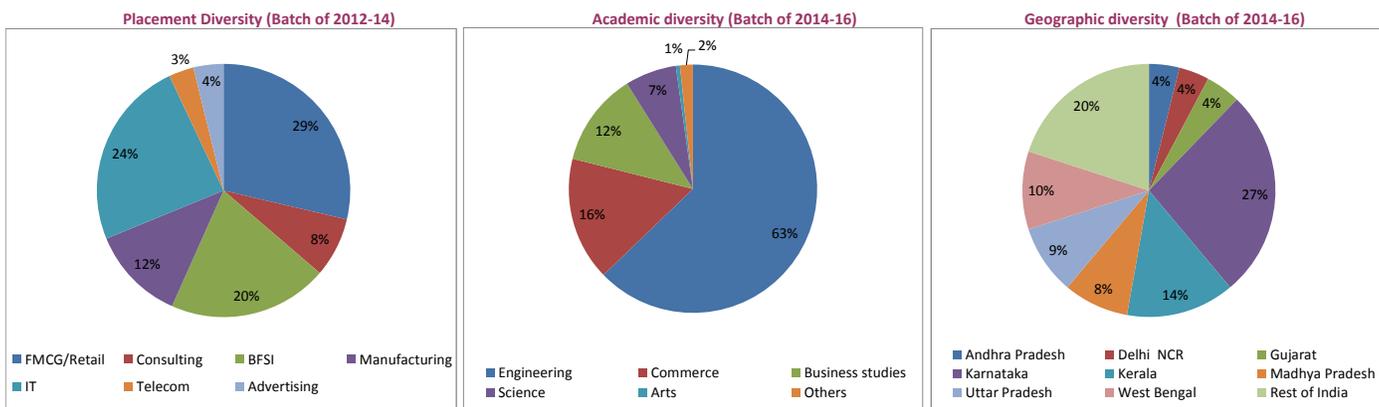
- Compilation of select student summer internship projects in the form of a journal
- Student engagement in socially relevant activities—Centre for Advanced Learning, is associated with government schools to teach school children

Areas of Excellence	Areas of Strong Performance	Areas of Good Performance	Areas of Improvement
<ul style="list-style-type: none"> • Patronage of a trust with strong heritage in philanthropy and well experienced in managing educational institutions 	<ul style="list-style-type: none"> • Well-balanced management structure, comprising some eminent professionals • Well-maintained learning infrastructure, supported by a technology-driven library. 	<ul style="list-style-type: none"> • Consistent placement record • Good physical infrastructure, with a dedicated resource centre for gym, indoor badminton, and yoga. 	<ul style="list-style-type: none"> • Limited brand visibility at a national level compared with higher-graded institutes • Need to attract more star recruiters

Graded Programme Details		Students - Key Statistics (Batch of 2014-16)		Permanent Faculty		Student Outcome (Batch of 2012-14)	
Programme	PGDM	Student strength	180	Faculty strength	21	Placements*	100%
Offered since	1996	Average age	24 years	Median teaching experience	10 years	Median salary	Rs. 5.68 Lakh
Status	Autonomous	Average work experience	-	Median industry experience	5 years	Maximum salary	Rs. 15.5 Lakh
Recognition	AICTE, NBA	Percentage of female students	28%	Retention rate	76%	Pre-placement offers	5%
Programme fee	Rs. 9.5 Lakh + Boarding fees	Percentage of students with work experience > 2 years	11%	Student-Faculty ratio	17:1	Predominant placement region	Pan India
Total Seats	180	Entrance exam	CAT, GMAT, XAT, CMAT	Visiting faculty	11	No. of student clubs	17

Admission statistics: Cut-offs 2014-16				Prominent recruiters	
Government quota seats		Management quota seats		Amba Research (I) Pvt Ltd, Berger Paints India Ltd, Bosch Ltd, Deloitte Consulting India Pvt Ltd, HDFC Bank, ICICI Securities Ltd, Idea Cellular Ltd, Infosys Ltd, Tata Consultancy Services Ltd, Total Oil India Ltd, TTK Prestige Ltd, Ujjivan Financial Services Pvt Ltd	
Cut-off Score	Not defined	Cut off Score	NA		
Highest Score	NA	Highest Score	NA		

*excludes 10 students of 2012-14 batch who opted out of placements. As of March 2015, 20 students of 2013-15 batch were yet to be placed.



Curriculum

The two-year curriculum follows a trimester system, with elective courses being offered in the second year with summer internship between the years. Students can choose new electives, such as IT Audit & Governance, Financial Econometrics & Financial Statement Analysis, and Corporate Social Responsibility.

In 2014, the institute has tied-up with KPMG and WIPRO for credit-based special projects.

SDM IMD has agreements for academic exchange with Shanghai University, Texas A & M University, and the British University in Dubai. Seven students and two faculty members participated in the exchange in academic year 2014-15,

Industry Interaction

The institute conducted 24 guest lectures by academicians and industry experts, most of whom were from mid to senior management.

SDMIMD hosted a series of six open Management Development Programmes (MDP) in May 2014 which saw participation from more than 80 people.

Alumni is actively engaged with the institute through admission activities, student orientation, guest lectures, and placement activities.

Infrastructure

SDM IMD is housed in a 10.5-acre campus in a scenic location and has hostel facilities, mess and recreation facilities, MDP hall, and a yoga and wellness centre.

The well-maintained 90-seater library has over 8000 book titles and 50 journals, and Wi-fi was recently introduced. SDMIMD has a complete digital library system, including a content-management system via Drupal. Students are provided licensed access to Harvard Business School Publishing cases.

SDM IMD has a learning management system for courseware and a Knowledge Portal, which apart from giving access to the digital library, helps with online administration of attendance, quizzes, and other such activities.

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Management Vision and Governance

Aim: To assess the management's focus towards imparting quality education

Institute's vision continues to be in line with its stated objectives on social values

- SDMIMD's vision and mission draws its emphasis on social responsibility from its parent organisation, the 700-year-old Shree Kshetra Dharmasthala which in turn manages the Shree Dharmasthala Manjunatheswara Educational (SDME) Trust, under which SDMIMD operates. SDME Trust runs more than 40 educational institutes from primary to higher education. The institutes have been founded with a view to provide quality education to meet its social goals. CRISIL believes that the strong heritage of the parent trust lends high credibility to SDMIMD's governance practices.

No significant changes; well-balanced management structure comprising eminent professionals

- As on the date of CRISIL's visit in March 2015 to the campus, there were no changes in the composition of Governing Body and Academic council since the previous grading exercise. However, as per CRISIL's discussion with the management, some changes are expected due to term expiry and personal reasons of board members. There is no imminent impact expected on management practices as on date.

Student Selection

Aim: To assess rigour and transparency of student selection process to ensure good student diversity and healthy peer learning

Visibility at national level remains an area that needs attention

- As noted in the geographic diversity section of the report below, SDMIMD continues to have relatively weak national visibility as reflected in the large proportion of student composition from South India and the low number of applications. While the institute has been making efforts to reach out to students from other parts of the country, any marked change in student intake from other regions is yet to be observed.
- The number of students applying to SDMIMD has been increasing over the years, to 3,102 applications¹ for 2014-16 batch from 1,848 applications for 2011-13 batch. However, despite the increase, the student pool available for admissions remains limited in comparison with that of A** graded institutes.

Selection process hampered by lack of defined cut-offs

- While SDMIMD has a well-defined selection process, the institute continues to follow the principle of profile-based selection with no defined cut-offs. CRISIL believes the lack of defined benchmarks in entrance exams impacts the quality of student intake compared with other institutes in similar and higher-graded institutes.
- The institute has a healthy track record of filling up the approved student intake capacity. Acceptance percentage for the 2014-16 batch has been 54 per cent, higher than that over the past five years, ranging from 29 to 42 per cent.

¹ The institute had to prima facie reject 785 applications as they did not meet eligibility criteria.

Student diversity on similar lines as previous grading; pan-India representation but skewed towards southern states and engineers

- The institute has students from over 20 states. There is a marginal enhancement in the geographic diversity, with representation from Karnataka dropping to 27 per cent from 34 per cent at the time of the previous grading. However, overall representation from South India continues to be over 50 per cent.
- The academic diversity has an increased skew towards students with an engineering background. Proportion of students with an engineering background has marginally increased to 63 per cent for the 2014-16 batch from 56 per cent for the 2013-15 batch.

Faculty

Aim: To assess quality, adequacy and stability of faculty, and environment provided to faculty for their own development

Faculty adequacy remains stretched; overall profiles on similar lines as last grading

- Attrition in 2014-15 academic year was 24 per cent, resulting from five faculty members leaving the institute. The openings have been replaced, leaving the student-to-faculty ratio at 17:1, below the All India Council for Technical Education (AICTE) requirement of 15:1. The proportion of faculty with doctorate continues to be more than 50 per cent of the faculty strength.
- As a result of new recruitments, the median teaching experience has gone down to 10 years from 12 years, while industry experience has marginally improved to 5 years from 4 years.

Increase in faculty development through external faculty development programme (FDP) and initiation of faculty exchange; support for faculty research

- SDMIMD conducted a two-day in-house FDP, which saw participation from 38 faculty members. The institute also conducted three FDPs in 2014 for the Shri Jayachamarajendra College of Engineering (SJCE) faculty, dealing in topics such as quality in research, innovation in teaching and learning, finance for non-finance professionals, and human relations at work.
- In February 2015, SDMIMD sent two faculty members to The British University in Dubai under the faculty exchange memorandum of understanding to teach short-duration courses. Such international exposure is a positive step in faculty development.
- The institute provides sanctioned leave to the faculty for research and consultancy. In 2014, two faculty members availed of this leave for their respective applied research project.

Physical and Learning Infrastructure

Aim: To assess adequacy of learning and physical infrastructure

No significant change; continued investment in strengthening learning infrastructure

- There is a marginal augmentation of learning infrastructure. There has been an introduction of additional database (J-Gate) and added technology support, such as Wi-Fi in library and video-conferencing. The institute also has a tie-up with Harvard



Business School Publishing for single-click access agreement which gives enhanced access to the case studies to students and faculty.

- To support the placement activity, the library has introduced a dedicated portal to provide information on companies participating in the placement process.

Curriculum

Aim: To assess relevance, currency and quality of curriculum and learning pedagogy

Regular updating of curriculum; introduction of industry tie-ups a good step

- The curriculum is reviewed regularly. For academic year 2014-15, seven electives added, while five electives have been dropped.
- Additionally, the institute has tied-up with KPMG and WIPRO for credit-based special projects. The efficacy of this programme can be measured only with passage of time.

Student Outcomes

Aim: To assess institutes' ability to provide complete development to students and to ensure long-term recruiter satisfaction

Placements stable; continued absence of star recruiters

- The median salary for the 2012-14 batch was Rs.5.68 lakh, similar to that for the 2011-13 batch at Rs.5.8 lakh. At the time of CRISIL's visit in March 2015, 20 students of the 2013-15 batch were yet to be placed. Salary figures are expected to be comparable with those of the 2012-14 batch. Similarly, for the 2014-16 batch, 13 students were yet to secure their summer placements. Out of those who have secured summer placements, 40 per cent will be paid a stipend by their internship organisation.
- Maximum salary increased to Rs.15.5 lakh in 2014 placements from Rs.10.5 lakh in 2013.
- The information technology and information technology enabled services sector remains the largest recruiting sector for the 2012-14 batch, with 24 per cent of placements in this sector, as against 32 per cent at the time of the previous grading.
- Some of the leading recruiters across various sectors which have been consistently visiting institutes graded at similar or higher level are yet to recruit from SDMIMD. Also, the students CRISIL spoke with highlighted a differential in packages and profiles continues to be maintained by some recruiters as compared with higher graded institutes.

Industry Interface

Aim: To assess efforts made by institution to continuously engage with industry to ensure currency in understanding of industry issues

Marginal enhancement in activity levels of MDPs; lesser engagement through guest lectures

- The institute conducted six MDPs since the last grading as against three at the time of the previous grading. Overall, there were 80 to 90 participants generating revenue of Rs.1.85 lakh. The revenue is subdued compared with other similar and higher-graded institutes.
- The guest lectures have reverted to 2012 levels at 24 as against 46 at the time of the previous grading. More than half the speakers with academic background came from

international institutes such as Cornell University, New York, Bond University, Australia, and Warwick University, UK.

Good levels of engagement maintained with the alumni

- With a moderate alumni base of 1712 students, SDMIMD has been actively interacting with the alumni by engaging them in guest lectures, placement activities, student orientation, admission activities, and alumni meets.

Research

Aim: To assess how research is encouraged to support an agenda of knowledge creation

Output stable; incentive policy, publications in high-ranked journals and consultancy assignments remain areas of improvement

- The faculty has delivered nine publications, a similar range as in the previous grading.
- The institute continues to have a well-segregated approach towards journal publications. As at the time of the previous grading, SDMIMD has four in-house publications: SDM Journal of Management, Contemporary Research in Management, Cases in Management, and summer internship reports. The publications are published at regular intervals. The SDM Journal of Management has now been indexed in some online databases such as J-Gate, EBSCO, and ISSN.
- However, the institute continues to lack focus on building an incentive-driven research policy. There is no journal categorisation or publications in Thompson factor, Australian Business Deans Council (ABDC) list, or other well-known ranked journals.
- Meaningful consultancy assignments also remain absent.

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