

**PREPARATORY PROGRAMME FOR
ENTRANCE EXAMS FOR
ADMISSION TO MANAGEMENT DEGREE (MBA)
COURSES IN 2009**

Business Administration is not a new concept; it has existed in one form or another since time immemorial. But, to keep pace with the rapidly and continuously changing complexities of modern business, Business Administration has developed into a separate discipline of manifold dimensions. The best brains from all over the world now consider a Master's Degree in Business Administration a coveted asset. The qualification opens the doors of the corporate world for those aspiring to attain positions of power and prestige in Business Administration and Management.

The dynamic economic, social, political and technological environment places continuous demand on good managers and an MBA is a much sought after degree in the context of globalisation. Effective management skills to maximise individual and organisational productivity is the need of the hour. A student of management imbibes comprehensively-developed concepts and activities in a systematic manner. It is true that some form of management exists in every type of human occupation but an MBA graduate learns to organise and use human talent to achieve maximum productivity.

India, since the early nineties, has been undergoing a process of dramatic change, with the liberalisation of the economy and globalisation of the marketplace. Rapid strides in Industry, Technology and Communication, together with a growing shift in consumer preferences and awareness, have created an **exploding demand for trained Managers** in all areas of the economy – Manufacturing, Business, Education, Health-Care and other service sectors. And with it has come the recognition that a qualification in Management – an MBA – is a vital ingredient for a successful career in the corporate world.

The rise of business schools with the demand for management education in India is reflected in the large number of applications received each year by the Indian Institutes of Management (IIM). With such fierce competition for entry, IIMs have become some of the toughest Management Institutes in the world to get into!

Growth of Management Education in India

Business education in this country has taken giant strides since the first Indian Institutes of Management were started in Ahmedabad (in collaboration with the Harvard Business School) and Kolkata (in collaboration with the Massachusetts Institute of Technology) in the early sixties. IIMs in Bangalore, Lucknow, Indore and Kozhikode followed in short order as well as did several other well-acclaimed Institutes like XLRI in Jamshedpur, FMS at New Delhi, the Bajaj Institute in Mumbai and the BIM in Tiruchirapalli, all of which offer courses leading to a Management Degree.

These and many other Institutes in the country have been accredited by the All-India Council of Technical Education,(AICTE), which is the central body responsible for granting recognition to Management Institutes.

The most commonly used nomenclature for full-length Management courses are:

- (i) Master's Degree in Business Administration (MBA), awarded by Institutions in the University stream.
- (ii) Postgraduate Programme in Management (PGP-General) or Post-graduate Diploma in Business Management (PGDBM) awarded by Institutes which are not affiliated to any University.

For complete details, students should refer to the **Handbook of Management Education** published by and available from the Association of Indian Universities, AIU House, 16, Kotla Marg, New Delhi – 110 002.

Career Prospects

The MBA is a career-oriented course and almost all Institutes that offer such courses have Placement Cells whose objective is to liaise with Industry, organise campus interviews and help place their students to get a good start in their Professional Careers.

The reputation of the Institute and the effort of the Placement Cell, however, can be important only for getting the first job; as always, further progress will depend entirely on the hardwork and performance of the individual concerned.

What do they teach in MBA Courses?

Most MBA programmes have a similar curriculum consisting of (a) Foundation Courses (b) Functional Courses (c) Courses on Environment Analysis and (d) Integrative Courses.

Foundation Courses include subjects like Economics, Quantitative Methods, Computers, Behavioural Sciences, etc.

Functional Courses include subjects on Finance, Marketing, Production and Human Resources Management. MBA students should be familiar with all these functional areas. Depending on the student's interest and aptitude, he/she may choose one or two areas of specialisation in the second year.

Environment Analysis courses enable the student to be aware of environmental factors in the overall system like Political, Economic, Social and Cultural systems, legal aspects, competition, etc., within which all businesses must operate.

The Integrative Courses include subjects on Business Policy, Strategic Management, etc. by which the student gets a total view of the entire organisation and its approach.

What do various Management Institutes offer?

Most Management Institutes offer programmes based on the subjects mentioned above with individual variations. The unique feature of the IIMs is the flexibility of choice in the courses offered in the second year; in most other Institutions, students must choose an area of specialisation and take all the courses offered in that area.

XLRI, Jamshedpur is a well-known Institute that offers a two-year Post Graduate Programme in Personnel Management and Industrial Relations (PM & IR) as well as a two-year Post Graduate Programme in Business Management (BMD).

FMS, New Delhi offers a prestigious course rated highly by the employment market, as are the courses offered by JBIMS, Mumbai, BIM, Trichy, etc.

Specialised Institutions: There are some Institutes which offer specialised Management Courses for those aspiring to pursue such careers. These Institutes are:

- (a) **Indian Institute of Foreign Trade (IIFT):** offers a Master's Programme in International Business.
- (b) **Institute of Rural Management, Anand (IRMA):** offers a Post Graduate programme in Rural Management (PGDRM). Placement may be in National and International cooperatives, voluntary agencies, etc., connected with rural development.
- (c) **Tata Institute of Social Sciences (TISS), Mumbai:** conducts Diploma programmes in Personnel Management, Hospital Administration rated very highly by industry.
- (d) **Post Graduate Programme in Agri-Business Management (PGP-ABM):** IIM, Ahmedabad, offers a programme for specialisation in Agri-Business Management for students who are interested in careers in rural, food and agricultural management.

- (e) **Post Graduate Diploma in Computer-Aided Management (PGDCM):** IIM-Kolkata offers a specialised course in Computer-Aided Management.

Management Courses through Distance Education.

- (a) **All India Management Association, New Delhi** – offers programmes in Management leading to a PGDBA through distance education.
- (b) **Indira Gandhi National Open University (IGNOU)** – conducts recognised Management Courses leading to an MBA and Diploma in Management through distance education.
- (c) **National Institute of Personnel Management (NIPM), Calcutta** – offers a Post Graduate Diploma programme in Personnel Management (equivalent to MBA).

Entrance Examinations

Admission to almost all these Management Institutes is invariably through Entrance Examinations. Candidates successful in the Entrance Exam are called for a Group Discussion and Personal Interview before the final selection for admission is made. A candidate can write several exams in the same year.

The five most popular Entrance Examinations are CAT (conducted jointly by the IIMs), XAT (conducted by XLRI, Jamshedpur), JMET (conducted by the IITs), MAT (conducted by AIMA) and ATMA (conducted by AIMS). While some Institutions, especially those offering specialised Management Courses like IIFT, IRMA, TISS, etc. conduct their own entrance exams, more and more are using the score from one of these five to short list their applicants for Group Discussion and Interviews.

All States hold their own common Entrance Tests for admission to MBA/PGDM programmes in Institutions within their States. However, these tests are restricted to students from within the State only. Students admitted on an All-India basis in State level Institutions shall be admitted only on the basis of one of the five national Tests.

Eligibility

Applicants who have completed a three-year Bachelor's Degree Programme or equivalent in any discipline recognized by a University or Deemed University are eligible to apply for post graduate study in Management. IIMs have specified that the candidates must hold a Bachelor's degree with at least 50% marks in the final examination (45% in the case of SC/ST or Persons with Disability (PWD)).

Candidates appearing for the final year of the Bachelor's degree or equivalent examination are also eligible to apply provided they complete all their graduate requirements, including practical examinations/viva/ assignments on or before certain dates as may be specified by the individual institutions.

Admission policy of IIMs: Each IIM admits students independently. The Common Admission Test (CAT) is conducted jointly by the six IIMs. However, each IIM follows its own admission process, independent of the other IIMs. It should be noted that performance in CAT is only one of the several criteria used by the IIMs to judge the suitability of a candidate, first for Group Discussion and/or Interview and then for final selection. The IIM to which a candidate has applied evaluates the candidate in each of a set of different areas of achievement, including CAT performance. Each IIM independently decides what weightage should be given to each of the various areas.

Notification for the various MBA Entrance Examinations will be published in the media starting in August/September 2008.

Purpose and Scope of the Written Test

The purpose of the Written Test is to assess the candidate's aptitude for the Management Course. A good score in the Written Test is a pre-requisite for the student to be called for the Group Discussion and Personal Interview where the student's personality and demeanour are assessed, with the final selection being made on the student's overall performance in the Written Test, Group Discussion and Interview.

The Written Test for admission to Management Degree Courses usually has questions in all or some combination of the following areas:

- * **English** – Reading Comprehension, Verbal Ability, Vocabulary
- * **Problem Solving/Quantitative Ability** – Problems involving Algebra, Geometry, Trigonometry etc.
- * **Data Interpretation** – Data Sufficiency (Maths and Logical), Logical Reasoning and Analytical Reasoning
- * **General Knowledge and Business Awareness** are included in some examinations. Though the various examining bodies do not ordinarily deviate from a set pattern, occasionally they may introduce an element of surprise in each year's Test papers. It is also possible that some of the areas listed above do not appear at all.

The Graduate Management Admission Test (GMAT)

The GMAT is for admission to MBA programmes in the United States. GMAT is administered as a Computer-Adaptive Test that is available year-round at Test Centres through-out the world. In the Computer-Adaptive Test (CAT), questions are selected as each individual takes the Test. At the beginning of each multiple-choice section, the candidate is presented a question of middle difficulty. As he/she answers each question, the computer scores that question and uses that information, as well as the responses to any preceding questions and information about the test design, to determine which question to present next. As long as the candidate responds correctly to each question, questions of increased difficulty will typically be presented.

When an incorrect response is entered, the computer will then present questions of lesser difficulty. The next question will be the one that best reflects both the previous performance and the requirements of the test design. This means that different test takers will be given different questions. The selection of questions will be based on responses to all previous questions, since the CAT adjusts to individual ability level, a student will get very few questions that are either too easy or too difficult.

Because the computer scores each question before selecting the next one, the candidate must answer each question when it is presented. For this reason, once a question is answered it is not possible to go back and change the answer. The computer would have already incorporated both the answer and the requirements of the test design into its selection of the next question.

Each computer-based Test Section meets pre-established specifications, including the types of questions asked and the subject matter presented. The statistical characteristics of the questions answered correctly and incorrectly, including their difficulty levels, are taken into account in the calculation of scores. Therefore, scores of all test takers can be compared even though they received different questions.

Approach to Entrance Exams

As is to be expected, these highly competitive Entrance Exams are not easy. They are exacting in nature and are designed with meticulous care to assess the candidate's skills in communication, calculation, capacity for analysing situations, drawing deductions and decision making. The development of these skills will need all the resources and help that the aspiring candidate can muster.

Having decided to take the MBA Entrance Examination, it is important that the student's preparation is oriented to the expectations of the various Entrance Tests. These Entrance Exams differ markedly from qualifying examinations, because in Entrance Tests, speed and correctness of answers play vital roles.

The Tests are usually in the form of Objective Questions, which have largely replaced the conventional essay type of questions. The student, therefore, should be precise and quick in answering the maximum

number of questions within the given time frame. **Speed and correctness** are the skills required to get to the top in these kinds of Tests. Academic brilliance alone is not sufficient; the student must know the format and type of questions asked and develop the specific skills required.

And it is here, that Brilliant, with its vast experience and proven expertise, in the field of distance education for competitive examinations, steps in with a helping hand.....

BRILLIANT'S GUIDANCE

Our popular Mastermind Series, reviewed and updated every year, incorporating valuable feedback from our students all over the country, prepares the aspirant thoroughly for the Common Admission Test for the Indian Institutes of Management as well as the other national level tests. It has proved to be an invaluable and unfailing guide, as evidenced in our students' successes, reported year after year.

Our material in general and our Sectional Tests in particular are arranged and graded in such a way that the student who practises them, will gain both speed and accuracy and by the time of the actual exams, feel confident and self-assured.

COURSE HIGHLIGHTS

OUR MASTERMIND XXV SERIES

Our Course offers, in a single package, the patterns all the five national Entrance Tests as well as GMAT. Although GMAT is now a computer-interactive Test, we provide 3 Test Papers on the GMAT pattern to help in the preparation for that Test.

Our material assumes that the student has a reasonable standard of English and Mathematics. Students who opted out of the Mathematics stream in High School and those whose knowledge of the English language is limited, need to bring their level up to a minimum standard.

The patterns of Entrance examinations that are covered in our material include the three National Entrance Tests, GMAT and the Tests conducted by FMS, IIFT and IRMA:

- CAT – the Common Admission Test conducted by the IIMs
- XAT – conducted by the Xavier Labour Relations Institute, Jamshedpur
- MAT – the Management Aptitude Test of the All-India Management Association
- JMET – the Joint Management Entrance Test of the IITs
- ATMA – the AIMS Test for Management Admissions conducted by the Association of Indian Management Schools
- GMAT – Graduate Management Aptitude Test
- FMS – Faculty of Management Studies, New Delhi
- IIFT – Indian Institute of Foreign Trade, New Delhi and Kolkata
- IRMA – Institute of Rural Management, Anand

Our study material is of sufficient breadth and depth to fully meet the requirements of the various Entrance Examinations in the country for admission to MBA Degree Courses.

The Course Material consists of 8 sets:

Set 1: contains Basic Study Material on (a) English (b) Quantitative Ability and (c) Data Interpretation. This material should be mastered initially before attempting the Test Papers which follow.

Sets 2&3: contain a series of **10 Sectional Test Papers in all** on the above three segments so that students will be exposed to all types of questions that may be asked in each aspect of the subject. These sectional tests have been presented in a graded manner in terms of difficulty factor and time allotted. Guidelines are provided for assessing the student's current skill in speed and accuracy.

- Set 4: contains 5 Advanced Sectional Tests Papers which are meant to serve as a booster to students by exposing them to more difficult questions in the different aspects of the Tests.
- Sets 5&6: contain Integrated Test Papers covering the CAT pattern which is one of the National Entrance Tests. Besides, Set 5 will contain 3 All-India Mock CAT Tests and Set 6, 2 All-India Mock CAT Tests.
- Sets 7&8: contain Integrated Test Papers covering the remaining four National Entrance Tests of XAT, MAT, JMET, ATMA and also for GMAT, FMS, IIFT & IRMA.

In all, we provide a total of 35 Comprehensive Tests Papers distributed as follows:

- Integrated Test Papers (13-CAT, 2 each for XAT, MAT, JMET and ATMA, 3 for GMAT and 1 each for FMS, IIFT and IRMA.)
- 5 All-India Home based Mock CAT Tests
- 3 National Sit-Down Tests

Our overall strategy is to enable the student to acquire the necessary skills based on a 3-pronged approach:

- a) to familiarise the student with basic concepts in the important areas of English, Problem Solving and Data Interpretation. The student must, therefore, master the Basic Study Material (Set 1) before attempting the Sectional Test Papers that follow,
- b) to ensure that the student acquires proficiency in every aspect of the Test Paper. Sets 2, 3 and 4 contain a number of graded Sectional Test Papers designed to assist the student to acquire competence in every aspect of the Test and
- c) to expose the student to the patterns of various Entrance Exams Set, 5 to 8 contain Integrated Test Paper covering the CAT pattern and those of other entrance tests. Once the student has mastered the Basic Study Material as well as the Sectional Test Papers,

he/she will be fully equipped to face the Integrated Test Papers in Sets 5, 6, 7 and 8.

Keys to all the Test Papers are also provided. Students should, however, attempt each Test Paper under examination conditions on the response sheet soon after receipt of the material and then evaluate his/her answers with reference to the key provided in order to assess his/her proficiency in speed and accuracy. This alone will help him/her to build the much needed practice and self-confidence, so vital to any learning process.

Our Support Programme for GMAT consists of three Test Papers in the GMAT format with guidelines for Analytical Writing assessment and an assignment thereon.

All-India Mock CAT Papers

With Sets 4 and 5, we will send five All India Mock CAT Tests. Students should take these Home-based Tests strictly under Examination conditions and return the response sheets to us. These will be evaluated and returned; the correct key will be sent only to those students who send us their response sheets.

National Sit-Down Tests

To help students prepare thoroughly for the MBA Entrance Examinations, three National Sit-Down Tests will be conducted in 10 cities across the country. The first Test will be held in August 2008, the second in September and the final Test in October 2008, just before the CAT Exam. The Tests will be based mainly on the CAT pattern covering the three Sections, Verbal Ability, Quantitative Aptitude and Data Interpretation. The answer papers for these Tests will be evaluated and returned and the student will be given his/her individual percentile score so that he/she knows his/her relative performance against the national competition.

The dates, the venues and the timings of the Tests at various Centres will be communicated to all our students well in advance.

The question papers of these Tests will not be sent by post to students who do not appear for these Tests.

TEST CENTRES: Ahmedabad, Bangalore, Chandigarh, Chennai, Hyderabad, Kolkata, Lucknow, Mumbai, New Delhi and Thiruvananthapuram.

Choice of Centres:

The Enrolment Form lists the Centres for the National Sit Down Tests. The student should indicate the Centre of their choice.

No change in the Centre is normally allowed and will be considered only in exceptional cases and only if the student applies in writing in advance and receives our written approval.

SPECIAL FEATURES OF OUR SUPPORT PROGRAMME

- i. **Psychological Support:** In such highly competitive tests, building up and sustaining student morale assume crucial importance. These involve a number of factors, some of which are psychological. Friendly counsel letters in the sets aim at putting the student at ease, ridding him of all examination jitters and developing in him a 'Winner's Psychology'. With an emphasis on the efficacy of positive thinking, these letters instil in him a measure of self-confidence.
- ii. **Doubt Letter Scheme:** When a student has any doubts regarding specific problems in the Practice Papers, All India MOCK CAT Papers, or the National Sit-down Test, he/she should send them to us in writing in the specified form under our Doubt Letter Scheme. The student should refer to the Set, Page and Question Numbers as well as his/her working steps. These doubts will be cleared by our Faculty and returned to the student promptly.
- iii. **Guidance for Group Discussion and Interview:** Admission to almost all Management Institutes is through the Written Entrance

Examination, followed by Group Discussion and a Personal Interview of those successful in the written tests. The necessary guidance in the latter two areas is also provided by us.

- iv. **Information Service:** Brilliant's Information Circulars, based on published information regarding the notifications of the important Management Institutions calling for applications for the Entrance Examinations for the MBA courses, are sent to all our students as an **additional service**.

However, it is the sole responsibility of the student to track publication of such Notifications in the print media, to communicate directly with the respective Institutes to obtain the application forms and to ensure compliance with all requirements of the respective Institutes.

COURSE FEE

The fee for the Postal Course for the Entrance Examinations for admission to Management Courses in 2009 is **Rs.6695/-** + Service Tax Rs.828/-. **Total: Rs.7523/-**, payable in full upon enrolment.

Fees once paid will not be adjusted or refunded under any circumstances.

Despatch of course material will begin in February 2008, or soon after enrolment, whichever is later.

Material will be sent at approximately monthly intervals and is normally sent by Parcel Post or by private Courier Services.

Late Enrolment: Those who enrol late will be given, on enrolment, all the material that has already been despatched. The remaining material will be despatched according to schedule. Those who enrol after the completion of all despatches, will be given all the material in one lot.

ENROLMENT AND DESPATCH

Enrolment for our Postal Course towards the 2008-2009 MBA Entrance Exams opens on December 13, 2007.

Students can enrol at any time convenient to them but are advised to **join early** since it requires **at least 6 months** of concerted practice with the course material in order to attain a high level of skill. Only students in the final year of their degree course are advised to join this course.

PROCEDURE FOR ENROLMENT

The Student should send us:

1. The completed Enrolment Form with a passport size photograph affixed to the Enrolment Form in the allotted space.
2. Two additional signed copies of the photograph with the enrolment form. One photograph will be affixed to the Admit Card sent to the student on enrolment. The Admit Card **MUST** be produced for admission to the Sit-Down Tests.

NOTE: The Examination Superintendent at the venue of the Sit-Down Test reserves the right to refuse admission to any student who does not produce the Admit Card.

Important: Enrolment Form without three copies of the photographs will not be accepted.

3. The full course fee – The fee for the course should be remitted to us either by Money Order or Demand Draft drawn in favour of **Brilliant Tutorials Pvt. Ltd., payable at Chennai.**

Remittance by Money Order: The course for which the MO is being sent, as well as the students full postal address, should be indicated in the coupon.

The fee can also be paid in cash in our office.

Students resident outside India should follow the remittance instructions given on the Enrolment Form they receive.

Note: When calling to enquire about the status of your application, please have the following information ready:

- A copy of your Enrolment form
- D/D Number and Date (If Money Order, then MO Receipt Number and Date)
- Issuing Bank / Post Office.
- Mode of Despatch of application (Courier, Registered Post, Speed Post, Ordinary Post)
- Date of Despatch

Please wait for at least 15 days from the date of despatch before calling.

REQUESTS FOR CHANGE OF ADDRESS ETC.

Normally we do not accept any advice for stoppage of despatch of study material. Change of address, or, in exceptional cases, stoppage or resumption of despatch etc. will be implemented only if requested by a letter signed by the student. A photocopy of the Admit Card (with the photograph visible) must be enclosed with the letter. Telephone requests will not be honoured unless confirmed in writing.

This policy is designed to prevent fraud and to safeguard the interests of our genuine students.

Please allow 15 days from the date of receipt, for implementation of the change

All matters are subject to the exclusive jurisdiction of the courts in Chennai only.

**BRILLIANT'S PRIZE SCHEME
FOR
MBA ENTRANCE, 2009**

Brilliant Tutorials has great pleasure in announcing the following Prize Scheme for students enrolled in our Postal or Classroom Courses towards the Entrance Examinations for admission to Management Degree Courses in 2009.

Brilliant's students who pass the Written Test and are called for Group Discussion and Interview by any of the Indian Institutes of Management (located at Ahmedabad, Bangalore, Indore, Kolkata, Kozhikode, and Lucknow), will be awarded a Cash Prize of Rs. 1000/-, subject to the following conditions:

1. The student must send us a photocopy of the letter from the Institute calling him/her for the Group Discussion and Interview, duly attested by a Gazetted Officer or the Head of the Institute where the Interview has taken place. Alternatively, the student should send us the original letter after the Group Discussion has taken place, in support of the claim.
2. Each student will be eligible for only one cash award, even if he/she is called for Interview by more than one Institute.
3. The money will be paid in Indian rupees.
4. The student should undertake to inform Brilliant Tutorials about the final result i.e. whether he/she has been finally selected by the Institute and the Institute he/she has joined.
5. All claims must be received by June 30, 2009, at the latest; thereafter no claims will be entertained.
6. In all cases, the decision of the Management of Brilliant Tutorials shall be final.