



QS Global 200 Top Business Schools 2010/11

MBA Employers Choice

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Associated QS research reports:

- **QS Top MBA Jobs & Salary Trends Report 2010/11** - gives more details of current MBA recruitment worldwide and is available through www.topmba.com.
- **QS Top MBA Programs By Specialisation 2010/11** – provides an overview of the MBA programs most popular with employers in ten specialist fields.

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1. Summary of Results in 2010

1. The QS MBA employer survey in 2010/11 reveals a surge in employer demand for MBAs in emerging markets (a 32% increase in MBA demand is reported in Asia-Pacific in 2010), combined with a gradual recovery in demand in both Europe (MBA demand up 3%) and North America (MBA demand up 9%). This follows a period of hiring cutbacks during the credit crunch.
2. MBA employers around the world are increasingly targeting a broader selection of regionally strong business schools from which to hire MBA graduates. This trend is being accelerated by the global economic recovery which is strongest in emerging markets. 120 of the global 200 top business schools are located outside North America.
3. North American schools place much greater emphasis on GMAT scores than their international counterparts. Within the global top 200 business schools, only 11% of schools have average GMATs of 700 and above and, of these, 8% (16 business schools) are in North America.
4. Far more business schools in Europe require extensive work experience compared to other regions. Only 37% business schools in the global top 200 have over 5 years of average work experience – 42 of these schools are in Europe.
5. Top European business schools are far more international than schools from other regions featured in the global top 200. Over half of all the Global 200 top business schools (53%) have over 40% international students and, of these, 64 business schools are in Europe.
6. Only 23% of the global top 200 business schools have more than 40% women in their class. The percentage of women is particularly low in Africa, Middle East and Asian schools.
7. MBA class sizes are generally less than 200 students, but North American business schools are typically much larger than their international counterparts. Only 19% of the global 200 are larger than 200 students per class and of these 26 schools are in North America.
8. The “QS Global 200 Top Business Schools 2010/11” consists of 80 schools in North America, 67 schools in Europe, 36 schools in Asia-Pacific, 10 schools in Latin America and 7 schools in Africa and the Middle East. No other piece of MBA research covers such a geographically diverse set of schools. In 1999, only 15 schools outside of North America and Europe featured in the research, compared to 53 schools this year.
9. The schools securing the most employer votes in North America are Harvard and Wharton, unchanged from the previous edition. Fifteen North American schools received over 20% in the employer votes index. Recruitment demand in North America in 2010/11 has grown by 9% year on year. Given the large number of MBA employers in this USA, this has helped a number of US business schools to join the Top 200 list this year, with ten new entrants.
10. INSEAD and London Business School in Europe secured the most employer votes in Europe. Twelve European schools received over 20% in the employer votes index, from France, UK, Spain, Italy, Switzerland and Netherlands.
11. INSEAD Singapore, Melbourne Business School and National University of Singapore secured the most employer votes in the Asia-Pacific region.
12. In Latin America, ITAM and IPADE edged ahead of EGADE and Business School Sao Paulo in terms of employer votes.
13. A record seven business schools in Africa and Middle East feature in the global 200 top business schools in 2010, with American University in Cairo narrowly outperforming University of Cape Town.

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14. Beyond a handful of consulting firms and investment banks, no two employers offered identical lists of business schools targeted for recruitment. Each employer has distinct needs and has established unique relationships with business schools, so there is no 'one size/type fits all' in the MBA world.

2. Background & Introduction

2.1. Background

The *QS Global 200 Top Business Schools - MBA Employers Choice* research originated in the early 1990s, as an alternative to business school rankings. The 2010/11 report has been renamed. QS' objective is to enable employers to identify the business schools from which they most actively recruit, without inferring any overall ranking.

This truly global piece of research identifies the most popular business schools in each region of the world, because there are a growing number of employers seeking talented MBAs at a regional level. A large number of 'global' MBA employers remain committed to hiring from many top-tier business schools, located in North America, Western Europe and Asia. However, the pressures of globalisation mean that, beyond these traditional MBA employers, there are a growing number of regional MBA employers who may not have the budget to pay the salaries demanded by MBAs from elite schools. For MBAs who are proactive in their search and flexible in terms of salary expectations, this is expanding their range of opportunities, even in a time of recession.

At the heart of the report is the definitive list of 200 business schools currently preferred by the most international employers for the purpose of hiring MBA graduates. This list is compiled from an annual survey of Human Resources (HR) managers and line managers with recruiting responsibilities at companies around the world. Each year employers recommend new schools to be added to this list, which employers around the world can then rate and comment upon.

QS also collects comparable data from all these schools which it audits and then makes available to enable readers to compare schools across various dimensions

QS believes that its primary focus on the employer perspective offers a unique insight into the value of the MBA, given the fact that most MBA students take the qualification to enhance their career prospects.

The research is intended to be of interest and use to the internationally mobile MBA employer and applicant and all individuals and institutions worldwide interested in international business education and recruitment trends. This report contains a summary of the survey results, with tables of the full data.

2.2. The QS employer preference methodology

QS TopMBA.com International Employer Survey (hereafter referred to as the 'survey') captures the preferred set of business schools each responding employer wishes to recruit from, either now, in the recent past, or in the near future and yields the data used in this report.

QS asks international employers to select the schools they consider for MBA hiring. Employers that focus on domestic hiring are not included in the survey and QS recognises that many excellent schools that cater predominantly for their local recruitment market may, therefore, not appear in the tables.

This year, we include only business schools offering full-time MBA programs and as such well known business schools like ESCP and HEC Lausanne, which only offer executive MBA, part-time MBAs and masters programs, are excluded.

2.3. Why focus only on the employer perspective?

QS believes that employers and HR decision makers worldwide have among the most objective and informed opinions as to which are the "best" business schools. When an HR department selects a business school, to sponsor an employee on an MBA programme, the decision will often be the result of an intensive research exercise, evaluating the strength of faculty, the facilities and the relevance of the course to the employee and the company's needs.

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Similarly, when HR managers choose from which business schools to recruit, they will draw from a wide range of information sources. They will evaluate their experience of MBA alumni currently working at the firm and canvass their opinions; they will assess the quality and efficiency of schools' career services and the reputation of the school, globally and locally. HR decision makers look beyond rankings and examine the facilities, the course content and the quality of students. The better the performance within an organisation of MBAs recruited from particular schools, the more likely those schools are to feature well in this research. Year on year, this survey reveals remarkable consistency in school selection by many of our employer respondents. Allegiance to particular schools is not gained or lost by one good or bad student, but by a sustained experience over several years.

2.4. The global marketplace

International MBA recruiting is no longer the domain of a few prestigious US and European companies. A growing number of HR managers in Asia, Latin America, the Middle-East and Eastern Europe are informed about MBA education. Managers in these regions have also been asked to share their views on the schools they would prioritise for MBA hiring. In today's global economy, an HR manager in a large organisation anywhere in the world is expected to be informed and knowledgeable about the MBA marketplace. All will find this research useful. An MBA education and MBA career opportunities have become truly global, attracting as much interest in Beijing and Buenos Aires, as they do in Boston or Birmingham. Many companies, in banking, consulting, healthcare, utilities, transportation, technology, telecoms and other sectors, continue to favour an MBA education, both for their own executives and as a source of new talent.

In recognition of the global dimension, QS research chooses to present the QS Global 200 Top Business Schools by region: top schools in North America; top schools in Europe; top schools in Asia-Pacific; top schools in Latin America and the top schools in Africa/Middle East (Total 200).

2.5. TopMBA.com/Scorecard: creating a personalised ranking

The QS approach distinguishes itself from rankings by listing schools in alphabetical order, in clusters, highlighting which are the most popular schools in North America, Europe, Asia Pacific and Latin America with international employers through an Employer Score. QS does not combine this data with many other criteria to create a ranking. Rather QS presents several different criteria side by side and allows candidates to create their own personalised rankings (see TopMBA.com/Scorecard).

Many factors must be considered when evaluating business schools. For example, the quality of students can also be inferred from average GMAT scores and length of work experience. Other factors to be considered include areas of specialisation, success of alumni and the activities of the alumni networks. It is the opinion of the report authors that no research has yet managed to produce a ranking of business schools that adequately incorporates all these factors. In an ideal world, what each person really wants is the ability to create his or her personal ranking. The reader may wish to create his or her own preferred list of business schools, taking into account these and personal criteria.

The facility to personally rank international business schools worldwide now exists. Building on its considerable expertise in this field, QS has created QS Search and Scorecard (hereafter Scorecard), an interactive online tool that enables you to identify institutions that meet your personal criteria worldwide and it costs nothing to use at www.topmba.com/scorecard. More than 300,000 candidates have already used Scorecard. The database of schools and universities represented now exceeds 400 and is growing all the time as institutions see what high quality candidates are using Scorecard. Sophisticated web-based technology allows you to apply weightings to more than thirty criteria including programme strength, faculty quality, return on investment, reputation with employers, and specialisations, to create your own ranking and find the best match for you.

3. Survey sample and methodology

3.1 Sample

The 2010/11 survey was conducted during the spring and summer of 2010/11 and represents one of the largest exercises QS has undertaken in terms of geographic scope and level of detail.

The 5007 employers responding to the survey in 2010/11 were made up of 2,157 who were actively recruiting MBAs and 2,850 who were recruiting only undergraduates or Masters students. This compares to 743 employers who responded as active MBA employers in 2009. All employers that responded to the survey are guaranteed confidentiality for the components of their individual responses, except for any open-ended feedback they have chosen to provide, on the value of an MBA or concerns with MBA hires. For some tables in this report, for example satisfaction with MBA skills, we look at responses from employers for each of the last four years. Tables identifying short-term trends reflect the responses in 2010/11 only.

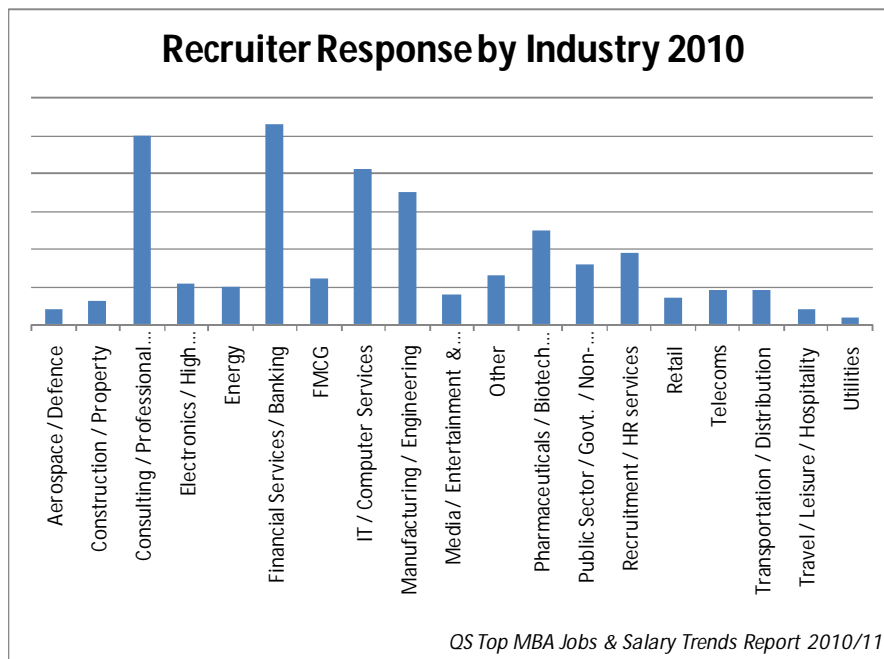
The following table gives a snapshot of some of the organizations that took part in the survey across the world. A more comprehensive list can be found in the Appendix at the end of this document.

Examples of Responding Employers by Region 2010				
	Consulting	Finance	Industry	Technology
Asia Pacific	Accenture	CitiGroup	BHP Billiton	Avaya
	Boston Consulting Group	Standard Chartered	Mitsubishi Corp.	Hewlett Packard
	Deloitte	SKS Microfin.	Tata	LG Electronics
Europe	AT Kearney	Barclays Capital	BP	IBM
	Ernst & Young	HSBC Morgan Stanley	Diageo	SAP
	PriceWaterhouseCoopers	Stanley	General Electric	Vodafone
Latin America	Bain & Co.	Banco Santander	Johnson & Johnson	Boehringer Ingelheim
	Paradigma	Bradesco	Procter & Gamble	Marcatel Com
	Picard Soluciones	Merrill Lynch	Tomo Corp.	Siemens
US & Canada	Booz	Bank of America	Eaton Corp	Cisco
	Cap Gemini	GE Capital Liberty	General Motors	IBM
	KPMG	Mutual	3M	Intel

Source: QS Top MBA Jobs & Salary Trends 2010/11 (www.topmba.com)

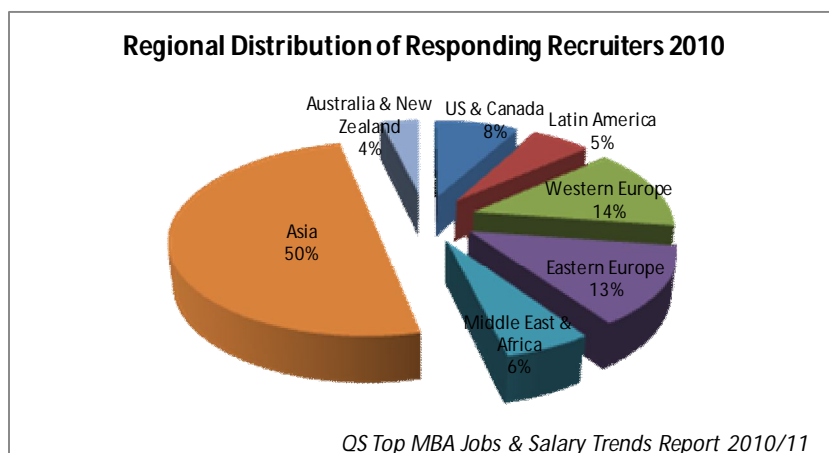
3.2 Industry distribution of employers

The chart shows the spread of employers across industries. This reflects the global spread of industries, which hire MBAs. Finance, banking and consulting make up the largest sources of respondents, followed by IT/technology, manufacturing and healthcare. Respondents from the agency/headhunting industry are asked to indicate the sectors for which they are hiring. This was fairly evenly spread, with a slight bias towards financial services.



3.3 Geographical distribution of employers

Responses were received from across the globe. 14% of employer respondents were based in Western Europe, 8% were based in North America, 50% in Asia-Pacific (North and South East), 13% in Eastern Europe, 6% in Middle East and Africa, 5% of respondents were based in Latin America and 4% were based in Australia and New Zealand. India was the largest single source of MBA employer respondents. This breadth of response provides detailed insights into MBA recruiting patterns across the globe.



3.4 Methodology

In order to produce the QS Global 200 Top Business Schools, we focus on experienced HR and line managers at MBA recruiting companies; respondents from each company are asked a series of questions about MBA recruiting for the previous year and the forthcoming year. These questions relate to the hiring activity of participating companies in the country or region for which the respondent has recruiting responsibility. Employer responses to these questions provide information on the following:

- A. MBA recruitment trends
- B. MBA salaries and compensation trends
- C. Global business school ratings
- D. Global business school ratings in specialist areas

Each employer is asked to list, unprompted, the international schools from which they have recently attempted to recruit MBAs. Each time a school is selected by an employer, it receives one vote and the total number of votes is referred to as its 'total unprompted votes'.

Employers are then asked to identify the schools they regard as attractive for the purpose of MBA hiring from a selection of regions around the world. Schools are divided into regions and employers are encouraged to identify all schools from which they might consider recruiting MBAs. They are asked to pick from a list of the 500 business schools most often mentioned in the previous year's research. In order to be included in the survey, a school must have been recommended by an employer in a previous year of the research. Each time a school is voted from the list, it is given one vote, referred to as its 'total prompted votes'.

The prompted and unprompted votes are added together to create a 'total employer votes'. In order to ensure balanced results not subject to influence from the economic cycle, an average of the 'total employer votes' is taken from the current year's research and the previous two years research.

The average total employer votes is indexed against the best performing business school, which is given an Index score of 100%. This indexing does not affect the relative positions of schools in any given year. This percentage score is known as the school's "Index of Employer Votes".

This research does not intend to infer an overall ranking of schools from the results. The tables list schools in clusters, by region. The relative Employer Position of schools is displayed, based on their Employer Score in that year and a ranking within the region.

This year, we include only business schools offering full-time MBA programs and as such well known business schools like ESCP and HEC Lausanne, which only offer executive MBA, part-time MBAs and masters programs, are excluded.

4. Global MBA employment trends in 2010

The survey in 2010/11 has revealed a surge in employer demand for MBAs in emerging markets, combined with a gradual recovery in demand in both Europe and North America, following a period of hiring cutbacks during the credit crunch.

Paul Danos, Dean of Tuck School of Business at Dartmouth College, New Hampshire, explains the enduring appeal of top international MBA programs: "Demand for MBA graduates by the great businesses of the world keeps increasing. As businesses grow in complexity and scope, companies need more and more skilled and well-educated leaders."

A few years ago, an international MBA was a route to a new life in the USA, Canada or Western Europe. In 2010/11, an international MBA is as much about learning international business practices and creating a network which can be a powerful career advantage for MBAs seeking to develop the rapid growth of China, South East Asia, Latin America and other emerging economies. Mauro Guillen, Dean of the Lauder Institute at Wharton points out that "perhaps as many as two out of every three international students are returning to work in their home countries, or in emerging markets, rather than staying in the USA."

Emerging markets are playing catch up with the West, and many companies are recognising that MBAs represent an important pool of management for businesses seeking to grow rapidly. There is a viral effect as well. As more MBA alumni from top business schools have returned home in recent years, as they enter the local job markets, they seek to recruit other MBAs, often from their alma mater, once they assume positions which include hiring responsibility.

Table: Percentage increase in MBA jobs by region in 2010/11

Region	Increase in MBA hiring 2010 compared to 2009
Eastern Europe	+2%
Latin America	+5%
Middle East, Africa	+3%
North Asia & Singapore	+12%
South & South East Asia	+32%
US & Canada	+8%
Western Europe	+3%

Source: QS Top MBA Jobs & Salary Trends Report 2010/11/2011 (www.topmba.com)

5. Long term trends affecting employer attitudes

5.1 Globalisation

Globalisation is making the MBA market continually more dynamic. As more and more business schools increase the international diversity of their students, they become ever more attractive to employers in the global marketplace. The BRIC economies - Brazil, Russia, India and China - have really begun to make their mark on MBA recruiting in recent years. Salaries in these regions may be lower than in developed regions, but many MBAs are interested in working there, believing that entrepreneurial opportunities outstrip those in developed countries.

Central and Eastern Europe, Germany, Spain, Australia and South East-Asia are among areas of the world not traditionally associated with MBA hiring on a large scale. The strong performance of some of these regions in the employer preference tables indicates how they are now fertile ground for seeking MBA hires. QS' prediction that MBA recruiting in parts of Asia, Latin America and Central Europe will soon start catching up with the more mature US and Western European markets still stands.

Over the last five years, we have had to increase the number of schools featured from the Asia-Pacific region, reflecting their growing importance amongst international employers who are targeting the Asia region for growth and are turning increasingly to Asian business schools to meet this resource need. Since 2008 QS has also seen schools from Africa and Middle East join the global 200 top business schools as employers in this region seek more MBAs. QS is already seeing, as previously predicted, strong business schools emerging from these regions and expects this trend to continue and more employers to become active.

5.2 Salary equalisation

The reputation of elite schools stands them in good stead around the world. The research confirms that there are around 20 schools in North America and a further 20 schools in Europe from which the majority of international employers would like to hire MBAs. These schools feature on the priority lists of a high proportion of respondents. However the high salaries demanded by graduates of these schools deter many smaller firms. There is a differential in salary levels between elite schools and strong local schools and this is helping to sustain demand for graduates from a wide number of institutions. As a consequence of high salary demands from the MBAs at top schools, employers may turn to strong local schools.

Regional and local North American employers reported an average starting salary of US\$87,600; Western European employers US\$85,500; Eastern European employers US\$49,500; Asia Pacific employers US\$69,600 and Latin American employers US\$69,000. (For a comparison of average regional salaries with salaries offered by elite schools, see the QS Top MBA Jobs and recruitment Trends Report 2010/11). It is also true that the elite schools have limited numbers of places and therefore competition for entry is tough. Many good candidates therefore decide to study at less well-known schools and to undertake a pro-active job search. Employers may visit schools selectively, but they will review CVs of candidates from almost any school. Strong candidates at smaller schools are helping to build the reputations of these schools as evidenced by the new schools appearing in the employer preference tables across the world. There are strong local business schools emerging in Canada, Germany, Russia, Australia, China, Japan and several other countries that may soon start to challenge the existing incumbents.

5.3 The downswing in the business cycle

The Top MBA Jobs & Salary Trends Report 2010/11 provides extensive details of the trends in MBA hiring up to and including Summer 2010/11. The MBA market has shown itself to be cyclical. Employer demand for Full-Time MBA hires fell back sharply after the dotcom crash of 2000 as telecoms, media, consulting and banking sectors shrank their employment numbers and cut back on new hiring. A strong recovery commenced in 2004 and by 2008 we saw MBA demand at record levels, exceeding the levels of

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the 2000 dot.com boom. This growth reflected aggressive hiring by consultancies and banks, and the increasing geographic spread of MBA employers in all sectors.

September 2008 witnessed the collapse of Lehman Brothers, which was the catalyst for economic contraction and another round of MBA cutbacks around the world, but nowhere near as severe as in previous cyclical downswings. The subsequent recovery in demand has been sharp, with big upswings, especially in many emerging markets. In 2010/11, although uncertainty remains, most MBA employers around the world are putting in place increased MBA hiring plans for the near future. Most experienced HR managers will not change their views of the schools they would prefer to recruit from. We anticipate a fairly steady increase in MBA demand in certain Western markets like USA, UK, Spain and France, but we are seeing sharp growth in demand in developing markets like China, India and Middle East which are intent on catching up with their Western counterparts and whose governments and employers see business trained managers as a pre-requisite for future economic prosperity.

5.4 Small is beautiful

Many small- and medium-sized companies founded in the last decade by entrepreneurial MBAs have been hiring the current class at affordable salaries. It is too soon to say whether this trend will continue, as MBA salaries begin to rise again. Feedback from career services in particular suggests that alumni hiring remains an important source of new job opportunities for MBA graduates. These small businesses are lending dynamism to the current MBA hiring market. Ever more MBA alumni are returning to hire new MBAs in order to give their businesses the professional management skills necessary to progress to the next stage. In compiling this research, the researchers have benefited from access to Global-Workplace (www.global-workplace.com) that provides a recruitment platform for alumni seeking to hire from international business schools, or who are themselves seeking to be hired.

6. Characteristics of the Global 200 Top Business Schools in 2010

The following table compares the global 200 top business schools in 2010 in each region according to five of the most important criteria.

Region	Avg GMAT ≥700	>5 Years Work Experience	>40% International Students	>40% Women Students	>200 Class Size
Asia-Pacific	2%	10%	10%	3%	3%
Europe	1%	21%	32%	9%	3%
North America	8%	4%	11%	9%	13%
Latin America	0%	1%	2%	1%	0%
Africa & ME	0%	1%	1%	1%	0%

North American schools place much greater emphasis on GMAT scores than their international counterparts, within the global top 200 business schools – only 11% schools have average GMATs of 700 and above and of these, 8% are in North America.

Far more business schools in Europe require extensive work experience compared to other regions. Only 37% of the global top 200 have over 5 years of average work experience – of these 42 schools are in Europe.

Top European business schools are far more international than schools from other regions featured in the global top 200. Over half of all the Global 200 top business schools (53%) have over 40% international students and, of these, 64 business schools are in Europe.

Only 23% of the global top 200 business schools have more than 40% women in their class (despite the fact that many schools receive more than 40% of their applications from women – usually explained by the fact that many women applicants tend to apply at a younger age than men, on average, and are deemed too young for the age requirements of the schools). The percentage of women is particularly low in Africa, Middle East and Asia.

MBA class sizes are generally less than 200 students, but North American business schools are typically much larger than their international counterparts. Only 19% of the global 200 top business schools have class sizes larger than 200 students and of these 26 business schools are in North America.

The table below provides a summary of the number of business schools in each region which make up the list of the QS Global 200 Top Business Schools 2010/11. Schools which achieved an Index of Employer Votes of over 2% are included in the definitive list of 200 schools. Schools are presented in clusters which provide some meaningful distinction in terms of recognition amongst employers. The relative position within clusters is not considered significant by the authors of this report.

Number of schools Featured By Region	Top Cluster: Index of Employer Votes ≥20%	2 nd Cluster: Index of Employer Votes ≥ 10%	3 rd Cluster: Index of Employer Votes ≥ 8%	4 th Cluster: Index of Employer Votes ≥ 2%
North America	15 (17)	30 (30)	38 (36)	80 (72)
Europe	12 (11)	21 (22)	25 (32)	67 (70)
Asia-Pacific	3 (5)	13 (18)	19 (24)	36 (40)
Latin America	0 (0)	0 (2)	1 (3)	10 (12)

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Africa & Middle-East	0 (0)	1 (0)	1 (2)	7 (6)
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Source: 2010/11 QS Global 200 Top Business Schools - MBA Employers Choice

Note: Numbers in brackets are numbers of schools from the previous report

7. MBA employers' top business schools in North America

Recruitment demand in North America in 2010/11 has grown by 9% year on year, especially in financial services, manufacturing and consulting. Given the large number of MBA employers in this USA, this has helped a number of US business schools to join the Top 200 list this year. At the same time MBA applicant demand for MBA places remains strong in North America, which is helping to sustain quality candidates across a broad pool of business schools, ensuring MBA employers are being satisfied in their MBA hiring goals (especially as more and more mid-sized companies are seeking MBAs on lower salaries than those on offer at elite schools).

Despite the volatility of the business cycle, employers again voted the most popular business schools in North America to be Harvard Business School (Harvard) and The Wharton School (Wharton) at University of Pennsylvania. The MBA is now over 100 years old, but for more than half of that time it was largely confined to the USA, and to schools such as Harvard and Wharton that have gone on to become the giants of global business education.

Within the top cluster of North American business schools, Harvard has retained an edge over Wharton based on the number of employer votes received (number of prompted and unprompted votes received from distinct employers around the world). Kellogg, Columbia and Stanford follow closely behind. Less than twenty employer votes separate the scores of 10 other North American schools in this top cluster: Chicago, MIT, Berkeley, Michigan Ross, Duke, UCLA, NYU, Yale, Tuck, and Richard Ivey. These are the only other schools in North America achieving over 20% of votes by employers around the world.

The second cluster of North American business schools is headed by; Boston University, Thunderbird, Toronto, Queen's, Kenan-Flagler and Darden. A little way behind follows HEC Montreal, USC Marshall, Indiana, Emory, Georgetown, McGill, Cornell, British Columbia and York. This second cluster of business schools scored 10% or more in the employer votes index.

The business schools showing the most improvement, in our 2010/11 research, feature within the 3rd and 4th clusters and include: University of Wisconsin-Madison, SMU Cox, and University of California San Diego.

New entrants to the North America list of top 80 business schools include; American University Kogod, University of San Diego,, Michigan State, CLU, Temple, Monterrey Institute, Brandeis, Claremont – Peter Drucker School, Fordham and Arizona State.

Canadian schools have made much recent progress. In recent years, they have strengthened their presence amongst our top North American Schools, with HEC Montreal, British Columbia, Western Ontario, McGill, Queens, McMaster, Alberta, Calgary, Victoria and Simon Fraser all featuring prominently. This year, Western Ontario is the top performing Canadian school. Canadian business schools have benefited from a more favourable visa environment than the USA, making it easier for international candidates to find employment locally. In addition, many Canadian schools have built links with employers in Asia.

Employers' top 10 preferred schools in North America are:
Harvard, Wharton, Northwestern, Stanford, Columbia, Chicago, MIT, UC Berkeley, Michigan and Duke.

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Table: Schools in the USA and Canada most favoured by employers

Regional Rank		School Name	Country	Employer Votes		Pre-requisites		Diversity	
2010	2009			3 Year Avg.	Index	Avg GMAT	Avg Years	% Int'l	% Fem.
5	4	Columbia Business School	United States	89.7	51%	713	5	44	33
14	15	Dartmouth College: Tuck	United States	39.2	22%	713	5	36	35
10	8	Duke University: Fuqua	United States	56.3	32%	700	5	39	39
1	1	Harvard Business School	United States	172.6	97%	725	4	33	38
7	7	MIT: Sloan	United States	67.5	38%	710	5	32	30
3	3	Northwestern University: Kellogg	United States	115.0	65%	700	5	30	34
12	11	NYU: Stern	United States	43.6	25%	717	5	32	39
4	5	Stanford University	United States	96.7	55%	726	4	43	36
8	10	UC Berkeley: Hass	United States	59.7	34%	718	5	39	31
11	12	UCLA: Anderson	United States	53.5	30%	712	5	33	34
9	9	Univeristy of Michigan: Ross	United States	58.1	33%	701	5	30	33
6	6	University of Chicago: Booth	United States	68.3	39%	710	5	35	35
2	2	University of Pennsylvania: Wharton	United States	125.6	71%	720	5	37	40
15	19	University of Western Ontario: Ivey	Canada	36.3	20%	673	4	25	32
13	14	Yale School of Management	United States	41.7	24%	715	5	27	34
16	22	Boston University School of Mgmt	United States	33.1	19%	680	5	36	38
30	29	Cornell University: Johnson	United States	18.2	10%	700	5	28	35
25	24	Emory University: Goizueta	United States	19.9	11%	676	5	27	29
27	25	Georgetown University: McDonough	United States	19.3	11%	685	5	24	31
22	28	HEC Montreal	Canada	24.5	14%	625	7	68	34
24	26	Indiana University: Kelley	United States	21.1	12%	664	5	26	34
29	31	McGill University: Desautels	Canada	18.3	10%	670	5	45	35
19	23	Queen's School of Business	Canada	29.3	17%	672	5	49	32
17	13	Thunderbird School of Global Mgmt	United States	31.9	18%	610	5	45	32
31	32	U. of British Columbia: Sauder	Canada	17.8	10%	642	6	56	26
26	20	U. of Texas at Austin: McCombs	United States	19.8	11%	681	5	25	26
20	16	UNC: Kenan - Flagler	United States	28.9	16%	677	5	22	28
28	18	University of South Carolina: Moore	United States	19.0	11%	629	3	19	37
18	30	University of Toronto: Rotman	Canada	31.5	18%	653	4	44	29
21	17	University of Virginia: Darden	United States	28.6	16%	701	4	30	29
23	21	USC: Marshall	United States	22.9	13%	700	5	34	30
31	60	York University: Schulich	Canada	17.8	10%	660	5	56	32
34	35	Carnegie Mellon University: Tepper	United States	15.9	9%	687	5	27	25
39	27	Purdue University: Krannert	United States	13.4	8%	661	3	45	29
38	33	U. of Illinois College of Business	United States	14.0	8%	639	3	45	34
33	40	University of Alberta	Canada	16.8	9%	608	5	56	32
35	39	University of Notre Dame: Mendoza	United States	14.9	8%	677	5	28	24
37	56	University of Wisconsin: Madison	United States	14.2	8%	663	5	5	32

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36	34	Vanderbilt University: Owen	United States	14.2	8%	656	5	31	27
63	-	American University: Kogod	United States	6.9	4%	585	4	19	44
80	-	Arizona State University: Carey	United States	4.0	2%	675	5	26	25
44	36	Babson College	United States	12.2	7%	625	5	35	32
75	64	Boston College: Carroll	United States	4.9	3%	663	4	22	27
70	-	Brandeis International B. School	United States	5.5	3%	600	4	65	43
66	-	California Lutheran University	United States	6.2	3%	550	6	25	40
74	45	Case Western Reserve U.	United States	5.3	3%	614	3	52	42
70	-	Claremont University: Drucker	United States	5.5	3%	614	4	54	32
42	43	College of William and Mary: Mason	United States	12.6	7%	613	3	40	40
65	68	DePaul University: Kellstadt	United States	6.2	3%	625	4	15	28
60	61	Florida International U.: Chapman	United States	7.6	4%	560	4	38	45
70	-	Fordham University	United States	5.5	3%	609	5	23	40
47	48	George Washington University	United States	10.7	6%	642	4	32	42
41	37	Georgia Institute of Technology	United States	13.0	7%	684	4	16	15
68	65	Georgia State University: Robinson	United States	5.7	3%	610	6	30	55
78	55	Hult International Business School	United States	4.5	3%	580	6	95	27
52	50	McMaster University: DeGroot	Canada	9.0	5%	620	3	18	36
64	-	Michigan State University: Broad	United States	6.3	4%	640	5	33	31
68	-	Monterey Institute of Int Studies	United States	5.7	3%	544	4	45	41
62	41	North Carolina State University	United States	7.0	4%	616	4	33	37
50	52	Ohio State University: Fisher	United States	9.7	5%	677	4	37	32
79	53	Rice University: Jones	United States	4.3	2%	668	4	35	33
73	39	Simon Fraser University: Segal	Canada	5.5	3%	610	3	25	48
46	69	Southern Methodist University: Cox	United States	11.1	6%	642	4	17	28
67	-	Temple University: Fox	United States	6.0	3%	640	5	30	41
43	46	Texas A&M University: Mays	United States	12.4	7%	643	5	26	21
53	57	Tulane University: Freeman	United States	8.8	5%	660	5	31	21
76	58	U.of Massachusetts Amherst	United States	4.7	3%	587	4	52	50
54	44	UC Davis	United States	8.5	5%	684	4	25	37
77	63	UC Irvine: Merage	United States	4.6	3%	675	5	35	36
49	62	UC San Diego: Rady	United States	10.0	6%	683	5	36	26
56	47	University of Calgary: Haskayne	Canada	8.0	5%	604	5	26	32
55	51	University of Maryland: Smith	United States	8.0	5%	660	5	32	39
59	71	University of Miami	United States	7.7	4%	636	2	25	28
40	38	University of Minnesota: Carlson	United States	13.2	7%	683	4	19	41
61	70	University of Rochester: Simon	United States	7.0	4%	682	4	48	30
58	-	University of San Diego	United States	7.9	4%	669	4	14	27
56	59	University of Victoria	Canada	8.0	5%	600	6	45	43
45	54	University of Washington: Foster	United States	11.7	7%	688	6	18	36
51	49	Wake Forest University: Babcock	United States	9.2	5%	658	4	15	18
48	42	Washington U. in St Louis: Olin	United States	10.4	6%	686	4	28	28

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Source: 2010/11 QS Global 200 Top Business Schools - MBA Employers Choice

8. MBA employers' top business schools in Europe

European economies are recovering following the credit crunch, yet MBA demand has remained relatively strong and, the numbers of employers in Europe responding to our survey was at record levels in 2010/11.

Katty Ooms Suter, Director of Marketing, Admissions and Career Services at IMD in Switzerland, observes that MBA recruiting "has definitely taken a step forward compared to the previous two years." She adds "pretty much all companies contacted by IMD in 2010/11, across many industries, are keen to recruit MBAs in small amounts... for specific needs or open positions rather than generic talent recruiting."

Ursula Schwarzmann, Staffing Manager at GE Energy Europe says, "In 2009 we filled approximately 1,300 jobs. Our staffing goal for 2010/11 is trending in the same direction. In the year to date we've already filled approximately 1,000 positions. We are experiencing a very dynamic hiring trend. Last year 15-20% of all new hires were for entry-level positions (MBA or Masters)."

Europe now hosts an array of top MBA programs and is challenging the hegemony of US schools with a different teaching style and, generally, one-year programs. Europe's oldest business school, INSEAD, opened its doors to the first intake of students in 1957 and was followed by the establishment of London Business School and Manchester Business School in 1964. After a relatively slow adoption of MBA studies in Europe for the first 40 years after the Second World War, the last twenty years has seen an explosion in the number of schools and the continent now hosts MBA programs in practically all of its countries.

The key, according to the continent's professional recruitment companies, seems to be the production of graduates who have solid pre-school experience and who can hit the ground running with their new employer. "As markets in Europe get tougher, organizations are looking for immediate results," says Graeme Read, Group Managing Director at international recruiter, Antal. "That means candidates who have a track record of achievement in their field. An MBA is highly valued, but not if it's all an individual has to offer."

In 2010/11, INSEAD and London Business School remain the first choice business schools amongst international employers and receive as much or more interest than their leading US counterparts. Spanish schools also feature very prominently with ESADE, IESE and IE Business School all appearing within the cluster of 12 European schools achieving more than 20% of employer votes in 2010/11. They are joined by Oxford, SDA Bocconi, HEC Paris, IMD, Cranfield, Cambridge and RSM.

The 2nd cluster of European business schools all exceeding 10% of employer votes includes; Warwick, Imperial, ESSEC, Manchester, Copenhagen, Edhec, Cass, EM Lyon and MIP Politecnico di Milano. These schools have all established a strong franchise with European-based recruiters though have achieved less recognition in Asia or North America, compared to the schools above them.

The 3rd cluster of European business schools achieve between 8% and 9.9% of employer votes and includes; CEU, Warsaw University of Technology Business School, AUEB and Ashridge. British business schools always feature prominently amongst employer choices and 2010/11 was no exception. Within the top 200 schools there are no less than 23 UK schools (up two from the previous report); LBS, Oxford, Cranfield, Cambridge, Warwick, Imperial, Manchester, Cass, Ashridge, Henley, Aston, Bradford, Bath, Strathclyde, Lancaster, Oxford Brookes, Nottingham, University of Edinburgh, Birmingham Business School, Durham, Glasgow, University of Sheffield and University of Leeds Business School.

French schools are well represented amongst the top European business schools with; INSEAD, HEC Paris, ESSEC doing particularly well, followed by EM Lyon, Edhec, Audencia, Grenoble, Aerospace Toulouse and ENPC also featuring within the Top 200. ESCP-EAP has been excluded from the results

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because they now only offer an Executive MBA and part-time programs which are subject to a separate evaluation.

Although Central Europe as a whole has not reported a significant uplift in MBA demand in 2010/11, several Central European countries are hotspots for MBA jobs. Continuing the trend from last year, one of the hottest countries is Russia, with a 22% uplift in MBA career opportunities in 2010/11. With growing international ambitions, many Russian companies are seeking MBAs to open up new markets in energy, raw materials, manufacturing and financial services. Elizaveta Komolova, an HR Consultant with Morgan Hunt in Moscow says Russian companies "are looking to hire more and more MBAs compared to recent years. An MBA is becoming a default attribute of a successful manager." There remains a shortage of quality MBA programs within Russia with the new business school – Skolkovo – immediately attracting employer attention (Skolkovo is excluded from our survey because it has yet to graduate a full-time MBA class, though it has graduated EMBA classes). Within the region as a whole, CEU (Hungary), Warsaw University of Technology (Poland), Athens University of Economics and Business, Alba (Greece) and Corvinus (Hungary) all feature in the Top 200.

Swiss business schools are also increasingly popular with employers. In Switzerland, IMD always features amongst the top 10 European schools, while University of St Gallen has been rising steadily. Business school Lausanne, European University and University of Geneva International organisations MBA also make the top 200 (HEC Lausanne has been excluded because it only offers a part-time MBA in 2010/11).

German business schools have developed a growing following of employers although these schools are relatively young and still proving their credentials to many employers. A sample of 22 companies in Germany indicated a 4% rise in MBA demand in 2010/11. The German economy is usually the engine of MBA demand in Western Europe. Strong demand for German goods in Asia in particular, has fuelled a demand for Asian MBAs to join German companies. Likewise, many service companies are desperate to recruit German MBAs to serve their successful German clients. The German schools that featured in the Top 200 this year include: EBS, WHU, ESMT, Mannheim, GISMA, and Leipzig.

New entrants amongst the 67 Top European Business Schools in 2010/11 include; MIB (based in Trieste, serving primarily the Balkan, Austrian, Slovenian and Italian markets), Oxford Brooks University Business School, European University (based in Switzerland, Spain as well as an optional rotational MBA program with campuses in North America and Asia as well, specialising in family business and innovation), Birmingham Business School, University Nova de Lisboa (offering an MBA in partnership with MIT), ENPC, and Leeds University Business School.

Employers' 10 preferred business schools in Europe are: INSEAD, London Business School, Oxford, IESE, SDA Bocconi, ESADE, HEC Paris, IMD and IE Business School.

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Table: Schools in Europe most favoured by employers.

Regional Rank		School Name	Country	Employer Votes (3 yr)		Pre-requisites		Diversity	
2010	2009			Year Avg.	Index	Avg GMAT	Avg Years	% Int'l	% Fem.
10	11	Cranfield School of Management	United Kingdom	38.0	21%	670	9	80	23
6	6	ESADE Business School	Spain	60.9	34%	680	5	87	25
7	9	HEC MBA Program (Paris)	France	54.8	31%	661	6	83	27
9	8	IE Business School	Spain	44.6	25%	670	5	91	36
4	3	IESE Business School	Spain	64.4	36%	672	4	80	29
8	5	IMD	Switzerland	49.3	28%	670	7	99	23
1	1	INSEAD - France	France	177.1	100%	704	6	90	33
2	2	London Business School	United Kingdom	162.9	92%	697	5	90	27
3	4	Oxford University, Said	United Kingdom	65.0	37%	685	6	95	29
12	10	Rotterdam SOM	Netherlands	35.0	20%	640	6	94	28
5	7	SDA Bocconi	Italy	61.0	34%	650	5	60	28
11	12	University of Cambridge, Judge	United Kingdom	36.6	21%	690	7	90	33
19	19	Cass Business School	United Kingdom	17.9	10%	660	7	78	21
17	26	Copenhagen Business School	Denmark	22.8	13%	600	6	89	30
18	31	EDHEC Business School	France	19.9	11%	617	8	80	45
20	22	EMLYON Business School	France	17.6	10%	621	8	64	36
15	16	ESSEC Business School	France	30.8	17%	700	2	30	39
14	18	Imperial College Business School	United Kingdom	32.7	18%	651	6	70	35
16	14	Manchester Business School	United Kingdom	26.9	15%	624	6	98	29
21	20	MIP Politecnico di Milano	Italy	17.5	10%	620	4	80	45
13	13	Warwick Business School	United Kingdom	34.5	19%	610	7	89	37
25	27	Ashridge Business School	United Kingdom	13.7	8%	620	11	60	20
24	17	Athens U. of Economics and Bus.	Greece	13.8	8%	656	5	45	40
22	39	CEU Business School	Hungary	16.5	9%	570	4	90	45
23	35	Warsaw University of Technology	Poland	14.6	8%	500	5	30	42
42	66	Aerospace MBA, Toulouse	France	7.5	4%	550	12	81	19
31	21	ALBA Graduate Business School	Greece	10.5	6%	600	4	40	40
42	32	Amsterdam Business School	Netherlands	7.5	4%	630	5	90	50
34	54	Aston Business School	United Kingdom	9.7	5%	620	7	87	26
37	65	AUDENCIA Nantes SOM	France	8.7	5%	580	12	69	40
55	-	Birmingham Business School	United Kingdom	5.5	3%	500	7	95	45
39	47	Bradford University SOM	United Kingdom	8.5	5%	600	5	95	11
47	40	Business School Lausanne	Switzerland	6.3	4%	600	3	90	40

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50	58	Corvinus University of Budapest	Hungary	5.9	3%	500	10	100	10
60	45	Durham Business School	United Kingdom	5.1	3%	560	11	93	32
65	50	EADA	Spain	4.5	3%	600	5	61	39
61	-	ENPC	France	5.1	3%	600	6	70	41
31	37	ESMT	Germany	10.5	6%	620	6	88	31
27	53	European Business School	Germany	12.0	7%	600	5	70	20
51	-	European University	Spain	5.8	3%	450	2	80	60
48	60	GISMA Business School	Germany	6.0	3%	620	4	85	31
37	57	Grenoble GSB	France	8.7	5%	600	6	83	41
33	36	Henley Business School	United Kingdom	10.3	6%	500	13	60	29
57	41	HHL - Leipzig Graduate SOM	Germany	5.3	3%	550	5	70	30
55	55	IEDE Business School	Spain	5.5	3%	550	1	55	40
65	69	IOMBA, U. Geneva (HEC)	Switzerland	4.5	3%	650	5	95	60
44	33	Lancaster University SOM	United Kingdom	7.0	4%	660	7	88	32
65	-	Leeds University Business School	United Kingdom	4.5	3%	600	6	74	33
48	62	LUISS Business School	Italy	6.0	3%	500	3	40	20
35	34	Mannheim Business School	Germany	9.3	5%	640	5	66	36
45	-	MIB School of Management	Italy	6.5	4%	600	5	64	28
53	67	Nottingham U. Business School	United Kingdom	5.6	3%	600	5	87	27
57	42	Nyenrode Business Universiteit	Netherlands	5.3	3%	580	6	87	29
45	-	Oxford Brookes University	United Kingdom	6.5	4%	500	8	70	45
36	51	Solvay Business School, ULB	Belgium	9.0	5%	600	9	76	61
26	24	St.Gallen MBA	Switzerland	12.9	7%	683	6	93	20
27	43	Trinity MBA, University of Dublin	Ireland	12.0	7%	610	9	45	25
53	48	U. of Edinburgh Business School	United Kingdom	5.6	3%	600	7	85	30
41	56	U. Strathclyde Business School	United Kingdom	8.0	5%	550	7	70	20
62	44	Universidad Carlos III de Madrid	Spain	4.8	3%	500	4	95	45
59	-	Universidade Nova de Lisboa	Portugal	5.2	3%	609	7	11	26
52	59	University College Dublin, Smurfit	Ireland	5.7	3%	620	8	40	26
40	52	University of Bath SOM	United Kingdom	8.3	5%	610	7	86	44
63	70	University of Glasgow BS	United Kingdom	4.6	3%	500	6	97	21
64	68	University of Sheffield SOM	United Kingdom	4.6	3%	600	5	90	25
29	30	Vlerick Leuven Gent	Belgium	11.5	6%	660	6	90	25
30	38	WHU Otto Beisheim SOM	Germany	11.3	6%	600	4	50	50

Source: 2010/11 QS Global 200 Top Business Schools - MBA Employers Choice

9. MBA employers' top business schools in Asia Pacific

Year on year, business schools in the Asia-Pacific region are strengthening their role in the MBA market. Increasing numbers of employers are willing to hire locally from the region. In fact, the number of Asian and Australian schools featured in the QS Top 200 has increased from 10 schools in 2004 to 36 this year – a massive jump reflecting their growing status and also reflecting the growing importance of Asian recruitment amongst employers. The QS TopMBA.com report highlights that across Asia employers are embracing MBAs as never before, particularly in India and China.

Without doubt, the Survey is reflecting the emergence of more and more Asian companies seeking MBAs. Some employers are willing to hire from local business schools at relatively low salary levels, whilst other Asian employers remain fully committed to hiring from top North American, European and Australian business schools and are often willing to pay the higher salaries expected by graduates of those schools, with a slight cost of living adjustment. The rise of an elite cadre of Asian business schools is underway, but will probably take another ten years to be fully established.

INSEAD Singapore, Melbourne and NUS are the only three Asian business schools to score more than 20% of employer votes in 2010/11, demonstrating that despite their growing prominence, most Asian schools have yet to appeal to employers beyond their regional remit. Yet these three schools can now claim to match the international appeal of many of their North American and European counterparts.

The second cluster of Asia-Pacific business schools scoring over 2010/11% of employer votes includes; AGSM, IIMs in Bangalore, Ahmedabad and Calcutta, CEIBS, HKUST, Indian school of Business, Nanyang Business School, Macquarie, and Monash.

Hard on the heels of the continued strong performance of many Australian universities in the QS World University Rankings® (see www.topuniversities.com), Australian business schools continue to do well with employers. Thirteen Australian business schools feature in the global top 200. On the cusp of both West and East, due to its long European heritage and its location, Australia, "is uniquely placed," according to Professor John Seybolt, the previous Dean of Melbourne Business School. "It is a bridge between both cultures, perfect for students seeking exposure to the emerging Asia-Pacific markets in the comfort of an international English speaking country."

Business schools in India are becoming a major focus for employers as this countries economy demands ever more professional managers. The IIMs in Calcutta and Ahmendabad have joined the Bangalore school within the schools scoring over 20 employer votes and all three now feature within the top 10 Asia-Pacific business schools, as does the Indian School of Business and SP Jain Institute (a big riser in 2008). The University of Delhi features in the next cluster for the first time.

China and Hong Kong have also emerged as major players in management education. In 2008 they have 8 schools in the top 200, which include; HKUST, CEIBS, Tsinghua, Hong Kong University, Guanghua, Chinese University of Hong Kong, Fudan and Cheung Kong.

Japan and Korea are under-represented by business schools given the size of their economies, but this may change as both economies are investing significant resources in their business education sectors. At present only 4 business schools feature in the top 200 from these countries; International university of Japan, Waseda, Seoul National University, Ritsumeikan.

By contrast, Singapore with its much smaller population and economy also features five business schools in the top 200: INSEAD Singapore, NUS, Nanyang, Cornell-Nanyang Institute for Hospitality Management and SMU.

New entrants into the Global 200 Top Business Schools, from Asia include; Peking University – BIMBA, Swinburne university of technology and Guanghua School of Management.

Employers' top 10 preferred schools in the Asia Pacific region are:

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INSEAD Singapore, Melbourne Business School, NUS, AGSM, CEIBS, IIM Bangalore, Macquarie, HKUST, Monash, Nanyang.

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Table: Schools in Asia Pacific most favoured by employers.

Regional Rank		School Name	Country	Employer Votes (3 yr)		Pre-requisites		Diversity	
2010	2009			3 Year Avg.	Index	Avg GMAT	Avg Years	% Int'l	% Fem.
1	1	INSEAD - Singapore	Singapore	59.5	34%	704	6	90	33
2	2	Melbourne Business School	Australia	53.6	30%	650	8	91	26
3	3	NUS Business School	Singapore	44.8	25%	675	5	90	34
7	5	CEIBS	China	22.5	13%	694	5	37	37
8	8	HKUST Business School	Hong Kong	22.5	13%	655	6	93	34
6	11	IIM: Ahmedabad	India	24.6	14%	770	2	1	15
5	6	IIM: Bangalore	India	25.2	14%	780	2	10	20
12	12	IIM: Calcutta	India	19.0	11%	500	2	3	12
9	13	Indian School of Business	India	22.0	12%	714	5	4	24
11	7	Macquarie GSM	Australia	20.4	12%	500	10	90	16
13	9	Monash University GSB	Australia	18.7	11%	550	8	16	25
10	10	Nanyang Business School	Singapore	21.5	12%	662	5	79	35
4	4	University of New South Wales, AGSM	Australia	30.2	17%	660	7	56	19
19	18	Australian National University	Australia	14.1	8%	630	7	29	28
14	21	S. P. Jain IMR	India	16.8	9%	680	2	-	33
18	29	Sydney Business School, Wollongong	Australia	14.2	8%	500	2	84	20
15	14	Tsinghua University SOM	China	15.1	9%	650	6	45	34
16	17	U. Hong Kong	Hong Kong	15.0	8%	655	6	90	48
17	15	University of Technology, Sydney (UTS)	Australia	14.8	8%	550	4	71	41
23	16	Asian Institute of Management	Philippines	9.2	5%	644	3	71	34
20	24	Bond University	Australia	12.0	7%	580	8	51	20
21	23	Brisbane GSB, QUT	Australia	10.8	6%	620	9	77	33
36	33	Cheung Kong GSB	China	4.0	2%	680	6	10	33
24	20	Chinese University of Hong Kong	Hong Kong	8.8	5%	620	5	80	38
31	28	Cornell-Nanyang Institute of Hospitality	Singapore	5.0	3%	644	3	65	59
35	37	Fudan University SOM	China	4.0	2%	600	6	10	28
34	-	Guanghua School of Management	China	4.5	3%	650	7	25	32
27	27	International University of Japan	Japan	8.3	5%	610	5	82	33
22	35	La Trobe University, GSM	Australia	9.3	5%	500	5	65	44
28	-	Peking University - BiMBA	China	8.0	5%	676	7	38	50
31	31	Seoul National University, GSB	Korea, South	5.0	3%	510	5	25	23
30	40	Singapore Management University	Singapore	5.3	3%	648	8	36	36
29	-	Swinburne University of Technology	Australia	6.6	4%	570	-	40	30
25	26	University of Adelaide Business School	Australia	8.7	5%	550	8	15	35
26	25	University of Western Australia	Australia	8.5	5%	610	6	60	37
33	32	Waseda Business School	Japan	4.6	3%	580	8	45	28

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Source: QS Global 200 Business Schools 2010/11: MBA Employers Choice

10. MBA employers' top business schools in Latin America

MBA career opportunities within Latin America are becoming more plentiful and the region has bucked the trend during the recent downturn. Jose Antonio Cruzado, Regional Director for QS TopMBA.com in Latin America, sees "Brazil experiencing dynamic economic growth and growing demand for MBAs. Brazil is also the engine of Latin America at present, with connected economies, especially Peru, booming from the regional growth in demand. Another factor in the region is China's quest for raw materials, resulting in a growing demand for Chinese speaking MBAs across Latin America."

Mexico remains by far the largest MBA recruitment market in Latin America and although demand has not picked up as quickly as elsewhere in the region in 2010/11, employers like Telecoms company Marcatel and Vive Intellegro are optimistic about 2011.

The majority of employers in Latin America are still looking to hire MBAs educated at the best international business schools in North America and Europe. What local demand exists tends to be on a country basis with few employers recruiting across borders within the region. Few business schools in Latin America have been successful in developing an international reputation. There is evidence that schools in Latin America are not internationalizing at the pace of their Asian counterparts. Within the region, ten schools have made the cut into the Global 200 Top Business Schools in 2010/11.

Once again, a Mexican institution tops the list, with IPADE (Instituto de Estudios Panamericano de Alta Direccion de Empresa) the only school scoring 8% of employer votes. ITAM achieved the next best score, just ahead of Business School Sao Paulo and EGADE – Tec de Monterrey, INCAE in Costa Rica, IAE in Argentina and F.Getulio Vargas in Brazil.

Employers' top 10 preferred schools in the Latin America region are:

IPADE (Mexico), ITAM Instituto Tecnológico Autónomo de México (Mexico), Business School Sao Paulo (Brazil), EGADE – Tecnológico de Monterrey (Mexico), INCAE (Costa Rica), IAE (Argentina), Fundação Getulio Vargas Business School (Brazil), Pontificia Universidad de Chile, ESAN (Peru) and Universidad de Chile.

Table: Schools in Latin America most favoured by employers.

Regional Rank		School Name	Country	Employer Votes (3 yr)		Pre-requisites		Diversity	
2010	2009			Year Avg.	Index	Avg GMAT	Avg Years	% Int'l	% Fem.
1	2	IPADE Business School	Mexico	13.5	8%	640	4	12	30
3	5	Business School Sao Paulo	Brazil	11.4	6%	-	-	-	-
4	1	EGADE-Tec. de Monterrey	Mexico	11.1	6%	560	3	70	33
9	8	ESAN	Peru	7.0	4%	500	6	10	40
6	3	Fundacao Getulio Vargas	Brazil	10.3	6%	-	-	-	-
7	12	IAE Business School	Argentina	10.1	6%	646	5	60	50
5	6	INCAE Business School	Costa Rica	10.4	6%	550	4	85	25
2	4	ITAM	Mexico	12.7	7%	580	7	15	30
8	7	Pontificia U. Católica de Chile	Chile	8.2	5%	500	-	10	10
10	11	Universidad de Chile	Chile	6.8	4%	500	4	60	60

Source: 2010/11 QS Global 200 Top Business Schools - MBA Employers Choice

11. MBA Employers' top business schools in Africa & Middle East

Business education in the Middle East region is in very early stages of development. However, with the explosive growth of Dubai in recent years, the region is having to invest in management education. The Dubai Knowledge Village has attracted many international business schools to set up campuses within the purpose built facility on the edge of Dubai City. Business schools present include Hult Business School, Middlesex and Phoenix University. These are relatively new ventures in the region, provided as part time, online or rotational programs. London Business School and Chicago have set up presence in Abu Dhabi. These schools do not produce dedicated full-time MBAs serving employers in the region and so are not included in the research.

Employers are turning to some of the long established university based business schools in the region. American University in Cairo is the highest rated local business school in the region in this year's research. In addition there are long established business school in South Africa which are included in this regional grouping, though attracting a distinct category of employers – University of Cape Town, Stellenbosch and Witwatersrand all feature as the best South African business schools.

United Arab Emirates University in Dubai also featured enough employer votes to appear in the top 200. Bar-Ilan University in Israel and American University in Beirut make up the top business schools in the region.

There are many more business schools across the African continent, but management education is still in its infancy and it will take many years before these schools achieve real prominence in the international stage.

Table: Schools in Africa, Middle-East most favoured by employers.

Regional Rank		School Name	Country	Employer Votes (3 yr)		Pre-requisites		Diversity	
2010	2009			3 Year Avg.	Index	Avg GMAT	Avg Years	% Int'l	% Fem.
1	1	American University in Cairo	Egypt	22	12%	500	2	10	10
2	3	University of Cape Town, GBS	South Africa	16	9%	500	3	10	10
7	-	American University of Beirut, Olayan	Lebanon	4.65	3%	593	3	8	59
4	2	Bar-Ilan University, GSB	Israel	11.5	6%	633	3	100	30
5	5	U. of Stellenbosch Business School	South Africa	11	6%	550	11	12	26
3	4	United Arab Emirates University	UAE	12.5	7%	500	5	10	30
6	6	University of Witwatersrand	South Africa	8.5	5%	579	8	10	23

Source: 2010/11 QS Global 200 Top Business Schools - MBA Employers Choice

**Appendix I:
Participating recruiters**

ALGERIA

EXPRO GROUP

ARGENTINA

AES
ARSAMA SA
Assist Card
Bagatini Consultora
Betamotor Argentina S.A.
Burgwardt y Cia. S.A.
CaridianBCT
Cementos Avellaneda S.A.
Conex tube SA
DMD Compresores S.A.
El Portefio Apartments llc
Empleos Online
ESUCO
Falabella
GPTW
Grupo DARC
Grupo Ibermática
Huella Laboral
Kimberly Clark Latinoamérica
Lexmark
Molina y Asociados
Paradigma
Prosperar
Sur Contact Center S.A.
TANDANOR SA
Taranto San Juan S.A
Techint
Tecnología Energía Generación S.A.
The Clorox Company
TOTVS
YPF S.A.

AUSTRALIA

Abbott
ABC Construction
Accenture
Alinta Energy
AMP
ANISE Consulting
ANSTO
APRA
APSC
Ascanio
Australia Post
Australian Commonwealth Government
Australian Prudential Regulation Authority
Australian Taxation Office
Avaya
BHP Billiton
Bluescope Steel
Booz & Company
BOS International
Bunnings Building Supplies
Business Quality Management
Cadist Consulting
CEA Technologies
Community Alliance Credit Union
Delta Electricity
DeltaSBD Limited
Department of Employment, Economic Development and innovation
Department of Primary Industries
E & M GREENFIELD
Elegant International Pty Ltd
Ernst & Young
Goldsworthy Investments Pty Ltd
GSK
Hatch Associates
HBM Group Pty Ltd
Illawarra Coal

Internetrix
Kellogg Brown & Root
KPMG
Lander & Rogers
LDB Accountants & Advisors
Lexis Nexis
Lifeline Australia
McKays Solicitors
Navitas Workforce Solutions
NSW Treasury
OneSteel Ltd
Permasteelisa Pty Ltd
Productivity Commission
Redflex Traffic Systems Pty Ltd
Royal Botanic Gardens Board
SCE Group
SKM
Southern Hospital Network
Sugar International / Talent2
TAFE NSW - Illawarra Institute
Treasury
UniCentre
URAC Ltd
UTC Fire and Security
VEKTA Pty Ltd
Virbac Australia
WHK
WilsonHTM Investment Group
WorleyParsons
Wynnum Adult Community Mental health/Metro
South/Bayside
Yarra Valley Water
Austria
ERSTE-SPARINVEST
EVN
Janssen - Cilag Pharam
Oracle
Rhomberg Bau GmbH
Rotes Kreuz
RZB AG

AZERBAIJAN

Azercell Telecom LLC
Bank of Baku
Embawood LLC

BAHRAIN

Bukamal W.L.L.
KPMG
Zain

BANGLADESH

Bestway Group
Ericsson
GASL
Muslim Aid

BELGIUM

BASF ANTWERP NV
BLOSO
BNP Paribas Fortis
Buurtspport Brussel
Centre for R&D Monitoring
Consortium XIII Webros vzw
CSR Europe
Ernst & Young Bedrijfsrevisoren
Federal Public Service Home Affairs
GDFSUEZ
Institut Destrée
MIVB-STIB
PKS bvba
Procter & Gamble
VIB
Vrije Universiteit Brussel
XIOS Hogeschool Limburg

BRAZIL

Global Crossing
Heidrick & Struggles

BULGARIA

Alpha Bank Bulgaria Branch
Assamblea Nazionale (Parlamento)
Axway
BEIED
Bella
British American Tobacco
Bulwork
C3i Europe EOOD
Curtis/Balkan
DANONE Bulgaria
Ernst & Young
Human Relations Consulting Recruitment
Interminds LLC
International Healthcare and Health Insurance
Institute
Intersnack Bulgaria Ltd.
Kraft Foods Bulgaria
Mercurius Sofia JSC
MKB UNIONBANK
Mobilteel EAD
Monday Ltd.
Moto-Pfohe GmbH
Nemetschek Ltd
Nestle Bulgaria
Oracle
PRO.BG Media Group
Roche Bulgaria
Sandvik
Siemens
Software AG
Synectica Consult Ltd.
VIVACOM
Yavlena Ltd.
Zentiva

CANADA

Alberta Envirofuels Inc.
Bleublancrouge
Brampton Engineering
Capgemini
Enbridge Pipelines Inc.
Ericsson
G4S Cash Solutions (Canada) Ltd
Hatch
Health Canada
HSBC Bank Canada
Jonas Software
KPMG
Manulife Financial
Propipe Group
Royal Bank of Canada
Stream-Flo Industries Ltd
Sylvite Holdings Inc.
TD Bank Financial Group
UltraIT
West Monroe Partners

CHILE

APL Logistics Chile S.A.
Asociación Chilena de Seguridad
Atisae CApacitación SA
CDO CONSULTING GROUP
Chesta Ingeniería S.A.
Constructora Independencia S.A
Dow AgroSciences
Entel Servicios Móviles
escuela militar ejercito de chile
Guerrero, Olivos, Novoa y Errázuriz
INDO Consultores
Indra Sistemas

Minera Mantos de Oro
Ripley
Roi Human Consulting
Rvc inmobiliaria y construccion
Sandvik
Siemens S:A
Soc. Concesionaria Centro de Justicia de Santiago
Solvencia S.A.
UHY Ossandón Consultores
Viña Concha y Toro S.A.
VIPROSEG LTDA.
Weir Minerals

CHINA

Bain & Company
Bank of Canada
Bertelsmann AG, China
Capital Eight
Cisco
Fluke
Medtronic
Novartis
OPR media
SAP
Starbucks
Sunshine 100 Real Estate Group
Vermilion Partners

COLOMBIA

Aranda Software Corporation
Colombiana Kimberly Colpapel
Genesis
Golosinas Trululu S.A
Iloreda
Progen S.A.
R.H Recursos Humanos
SERVIBOY LTDA
TELEDATOS

COSTA RICA

Azucarera el Viejo S.A
Banco de Costa Rica
GBM
Independiente, Universidad de Costa Rica
Platec
SOER Costa Rica

CZECH REPUBLIC

Freescale, Inc
Tieto Czech

DENMARK

APMoller Foundation
Cebter for Rehabilitation of Brain Injury
Coloplast A/S
DAAC
Danisco A/S
Danish Arts Agency
Danish EPA
Danish Medicines agency
Danmarks Nationalbank (Central Bank)
Fodevarestyrelsen
Frederiksberg Gymnasium
GateHouse
H. Lundbeck A/S
IctalCare
Jubii.dk
Justitsministeriet
Law firm Poul Schmith
Logica
Ministry of Justice
NIRAS
Nordea AB
Novo Nordisk
Novo Nordisk A/S

OFS Fitel Denmark
Ramboll Management Consulting
Rockwool International A/S
Society for Danish Language and Literature
Statistics Denmark
The Danish National Centre for Social
Research
Vestas Wind Systems
Zealand Pharma

EGYPT

Hyatt Regency Sharm El Sheikh
Xceed contact center

ESTONIA

Swedbank AS

ETHIOPIA

Red Fox Ethiopia

FRANCE

ABBOTT France
Accenture
ACCOR
Allianz
Alma Consulting Group
ALTEN
AREVA
AXA Private Equity
BOUYGUES TELECOM
FastBooking
HSBC FRANCE
LVMH
MFPMICHELIN
Nouvel Obs
Orange
Procter & Gamble
Rakon France
sanofi aventis
Schneider Electric
SODEXO France
Sopra Group
Sullivan & Cromwell LLP
THALES
The Boston Consulting Group
TOTAL
Unilever
vivendi

GERMANY

bodo vorrath associates gmbh
Daimler AG
DNV
ErlingKlinger AG
Hellmann Worldwide Logistics GmbH & Co. KG
Horbach Wirtschaftsberatung
Kraft Foods
LGI Logistics Group International gmbh
PERI GmbH
Sartorius Stedim Biotech GmbH
Seton Company
Simba Dickie Group
smartSpeed
SWEP
Vestas Deutschland GmbH
Werbeagentur

GHANA

SEM Capital Management

GREECE

AB VASILOPOULOS
ALUMIL S.A.
Boehringer Ingelheim Ellas AE
BSH OIKIAKES SYSKEVES
Cadbury
Careerbuilder
COLGATE PALMOLIVE
DANONE Dairy Products
EPIFANIS GROUP OF COMPANIES
Ericsson Hellas S.A.
Grand Solutions S.A.
Hellenic Shipyards SA
Henkel Hellas
House Market S.A. (IKEA)
INTERAMERICAN
Janssen-Cilag
Johnson & Johnson Hellas SA

KOSMOCAR SA
KRAFT FOODS
L'Oreal Hellas SA
Mellon Group of Companies
National Bank of Greece
NESTLE
Pernod Ricard Hellas
PIRAEUS BANK GROUP
Process Engineering Solutions
PwC
REMACO SA
SARA LEE
SARACAKIS GROUP OF COMPANIES
The Swatch Group Greece S.A.
VIVARTIA

HONG KONG

Analogue Group of Companies
CAI Business Indepth
Citi
Creator Metro Limited
ERM-Hong Kong Limited
Jardine Matheson Ltd
KJ Interational (HK) Ltd
Liquavista
L'Oreal
Manulife (International) Limited
Schneider Electric Asia Pacific Ltd.
Tyco Electronics H.K. Ltd.

HUNGARY

Bay Zoltan Foundation for Applied Research,
Baygen
Bonafarm Co.
Commerzbank
IBM
Kontaktia Ltd.
KPMG
MCL Consulting Ltd.
Sanoma Budapest

INDIA

Accenture
Apollo Tyres Ltd
AXIS BANK
Balaji Telefilms
Bank of India
Britannia Industries Ltd.
Castrol India Ltd
Crompton Greaves Limited
Ernst & Young Pvt. Ltd
ESSAR Group
EUREKA FORBES
HCL INFOSYSREMS LTD. NOIDA
HDFC BANK LTD
Hewlett Packard
IBM India Pvt Ltd
ICICI PRUDENTIAL L.I.C.Ltd
idea cellular pvt ltd
IL&FS Infrastructure
Infosys Technology Ltd
Jindal Steel & Power Ltd.
LARSEN & TOUBRO LTD
LIC OF INDIA
Nokia Siemens Networks
Percept Limited
Reliance Communications
Reliance India Ltd.
SAIL
SHOPPERS STOP
Suzlon Energy Limited, Pune
Taj Group
Tata Steel Limited
Tata Sky
TCS
Times Business Sol
TRANS WORLD
UNILEVER
Venus
Videocon
Wipro Ltd.
INDONESIA
BP
DCI
PT Freeport Indonesia
PT. M-I Indonesia

IRAN

BIRLA SUN LIFE
Indian Air Force
National Iranian Gas Co.
ROHAN BUILDERS
SEISCO

IRELAND

Accenture
Avaeon Solutions Ltd
Avaya
Bridge Consulting
Centre for Housing Research
Cisco
Cordis
Deloitte
EireComposites
Eurofound
Fidelity Investments
MCS Kenny
Medtronic
P&G
PricewaterhouseCoopers
SRI Group
State Street

ITALY

ADA
AESYS SPA
Alstom Power
AT Kearney
Booz & Company Italia Srl
Boston Consulting Group
Cerved Group
CSP Spa
DELOITTE CONSULTING s.p.a.
EMMEGI S.P.A.
Enel SpA
Ernst & Young
Euro Motors Italia
Giunti O.S. Organizzazioni Speciali
HP
IBM
IKEA
Italcementi
Italtel
KPMG S.p.A.
Microsoft
MWH
Novartis Farma
PricewaterhouseCoopers SpA
Protiviti
Siemens
TechEdge
The Boston Consulting Group
therabel
UniCredit Group
Unipol Gruppo Finanziario S.p.A.
vodafone
whirlpool europe

JAPAN

Aasahi Kasei Chemicals Cop
AXA life insurance Japan
Corporate Directions, Inc.
GE
ITOCHU Corporation
Japan International Cooperation Agency (JICA)
Japan Kantar Research
Kingspan Group plc
L.E.K. Consulting LLC
Mitsubishi Corporation
NIPPON STEEL CORPORATION
Nishi-Nippon Railroad Co.,Ltd
Nitori Co., Ltd.

KAZAKHSTAN

Agip KCO
Baker Hughes Services
Banu LLP
BRIF Research GRoup
CBS ERP
Corporation Centercredit
DASM Group
Ernst & Young
Eurasian Development Bank
Finance and Investment House "RESMI"

GlaxoSmith Kline
Halliburton
ISP Group
JSC "Kazakhtelecom"
Karachaganak Petroleum Operating b.v.
KazKom
KPMG
LG Electronics
Nord-Ost Dialog
North Caspian Operating Company
PFD International
PRC "Career-Holdings"
PwC
Samruk Kazyan Invest
SUNOIL LLP
TRIANGEL GROUP
Tsesnabank
United Nations
Volvo Trucks
AO "Aibn Asset Management"

KENYA

Portside Freight Terminals Limited
ToughStuff
Kuwait
KIPCO Asset Management Co.

LIBYA

AECOM

LITHUANIA

Danske bank A/S Lithuania branch
Lietuvos draudimas
UAB Galinta ir partneriai

LUXEMBOURG

Brown Brothers Harriman
Dexia BIL
Luxair S.A.

MACEDONIA

European University RM Skopje
ONE MK
Seavus Group

MALAYSIA

Alba Links Ltd
Buzznet Sdn. Bhd.
Murphy Sarawak Oil Co., Ltd
PricewaterhouseCoopers
Questnet Limited

MEXICO

Abbott Laboratories México
Adecco
ASTRAZENECA
Axon Interconex SA de CV
Baker Hughes
BP
Credifiel
DC Mayorista
Deutsche Post DHL
Edit, SA
Evalorem
Gayosso
Grupo Ayvi
Ironbit
Kronos de Mexico
Kühne Nagel
Marcatel COM
Maxcom Telecomunicaciones
Merrill Lynch
Metal Eutectic
PricewaterhouseCoopers SC
Pryco Servicios
Schneider Electric
Siemens
The Coca-Cola Company
The Nielsen Company
UPS
Viajes Chao
WAL MART
MOLDOVA
Endava

NEPAL

Kathmandu Upatyaka Khanepani Limited

NETHERLANDS

Aon Group Netherlands
Booz & Company
CFS B.V.
Freshfields Bruckhaus Deringer
Groningen University
ING Group
McKinsey
Ministry of Justice
Penske
Phillips
Randstad
Schiphol Group
Tyco Flow Control
AgResearch
Bell Gully
ERMA New Zealand
Hillcrest Normal School
Holmes Consulting Group
KPMG
Ministry for Culture and Heritage
Schneider Electric
Scion

NIGERIA

Nestle Nigeria Plc

NORWAY

Deloitte
DNV
Microsoft
The Boston Consulting Group
TrygVesta

OMAN

Al-Hassan Engineering Co. SAOG.
Al-Khalij Heavy equipments&Engg.Llc
BDI
Daewoo Engineering
Infrastructure Development Co.
LARSEN & TOUBRO
Majan mining company
Oman Arab Bank

PAKISTAN

GETS
NUST Business School
o2
RAHNUMA FPAP, PAKISTAN
Scotmann Pharmaceuticals & Wilsons
Shamal Medai Services
SVA Ruba Group

PERU

Alimentos Procesados S.A.
Corporación Mara S.A.
Geokinetics
HPI
Laboratorio Muestreo y Analisis
sodexo
Tecnocom
TOMOCORP SAC

PHILIPPINES

City Government
Deutsche Knowledge Services
ING Bank N.V.
Igu kolambugan, Ianao del norte
University of Northern Philippines

POLAND

Alexander Mann Solutions
Allianz
APPKB DESCON sp. z o.o.
Casimir Pulaski Foundation
Chronos International Ltd
Citigroup
Comtegra Sp. z o.o.
Covance
Diversa Talentor
Dr Irena Eris
ECDDP Outsourcing Sp. z o.o.
Giano Consulting
GPP Poland Sp. z o.o.
Green Park Consultants Ltd.
Hortex Holding S.A.
IBM Poland
JM TRONIC Limited Liability Company

Katcon Polska
Koettermann
KOSMEPOL
Mobica Limited Sp. z o.o.
MSOURCE
NTP
PayPal Polska Sp. z o.o.
Reckitt Benckiser
Red Bull
Skanska S.A.
TGMPARTNER
TUŃZ Cardif Polska S.A.
URSA
WHM Polska

PORTUGAL

Blueworks - Medical Expert Diagnosis
DIAGEO PORTUGAL
ISA - Intelligent Sensing Anywhere, S.A.
Resiquímica - Resinas Químicas, SA

QATAR

CBM-AFRINA LLC
Landmark Group
Orion Project Services WLL
TFI
Toyota Qatar

ROMANIA

ADM FARM
Advice EMA Partners
AIR LIQUIDE
Apropo Media
ARDAF SA
ASSA ABLOY ROMANIA
AstraZeneca
Auto Cobalcescu
Banca Transilvania SA
BDO Romania
CEC Bank
CENTROFARM
Cetelem IFN SA
Deloitte
Electrolux Romania
Elmec Romania
EMPORIKI BANK
GENESYS SYSTEMS RO
Georg Fischer Piping
GSK CHC
Heineken Romania
ING Asigurari de Viata
ING Bank Romania
InnerLook
ITOL
JW Marriott Bucharest Grand Hotel
Lifelong Learning Solutions Ltd
OMV Petrom
Oracle
Piraeus Bank Romania
QUEHENBERGER LOGISTICS ROU SRL
Renault
Romanian Public Radio
SAP
SBS Broadcasting Media
SC Adevarul Holding SRL
SC PIETROASA SA BUZAU ROMANIA
SC SMART SIGMA SRL
SNACK ATTACK SRL
Telelink Services Romania
UniCredit Leasing Corporation IFN SA
UniCredit Tiriac Bank
Vimetco
Vodafone Romania
Wipro Technologies

RUSSIA

adidas Group
Admiral
ALICO
American Express
AstraZeneca Russia
Barclays Bank
British American Tobacco
CapacityPro
CIFAL
Civ Life
Commerzbank Eurasija ZAO

Eli Lilly
Ernst&Young
Gazprombank
H.J.Heinz
Heineken
Kimberly-Clark
KPMG
MegaFon
Merck Sharp & Dohme Idea, Inc.
Microsoft Russia
Morgan Hun
Novartis Pharma
OTP Bank Russia
Pharm - Project M
PricewaterhouseCoopers Russia B.V.
Renaissance Credit
RUSFIC LLC
Sanofi-aventis
Shtokman project
Sistema JSFC
SPD
TCHIBO CIS LLC
Telematics ltd.
TNK-BP
Troika Dialog
WestCall Telecommunications
Absolut bank

RWANDA

VB Leasing

SAMOA

Konsensia

SAUDI ARABIA

A.M.AL-ISSA CONSULTING ENGINEERS
Abdullah A.M. Al Khodari Sons Co
Al Rashed Food company Ltd
ALBAIK Food Systems
Ibn Zahr
Microsoft Arabia
RAPCO GROUP
RTFES
Saleh Hamad Al-Qahtani est.
SAMSUNG ENGINEERING
Saudi Aramco
Serbia and Montenegro
Apatinska pivara
Human Resource Consulting
ICAP Serbia
Serbian Association of Employers
Telenor Serbia
World Vision
YUnet Internaional

SINGAPORE

Ascendas Private Limited
CB&I Lummus
Citigroup
Fitness First
Johnson & Johnson
Ministry of Trade & Industry
Nomura Singapore Limited
PARKWAY HEALTH
Republic Polytechnic
Rolls-Royce Singapore Pte Ltd
Schlumberger
Shell Eastern Trading Ltd.
Singapore Youth Olympic Organizing Committee
Standard Chartered Bank
TOTAL OIL
Unilever

SLOVAKIA

VSE Slovakia
Mobitel, d.d.

SOUTH AFRICA

Altech UEC (Pty) Ltd
ASK Now-ETO
BTS
Ernst & Young
LG
Rowe-Wilson
Sulzer Chemtech (Pty) Ltd
The Boston Consulting Group
The Prudential Life Insurance Company of Korea, Ltd.

Wine People Trading cc

SPAIN

A.T. Kearney
BTS
Chiquita International
ESADE Foundation
European Software Institute
Mercapital
Schneider Electric
Somanetics Corp.

SRI LANKA

Excel Global Holdings
German Development cooperation

SUDAN

UNO

SWEDEN

BAT Sweden AB
Mölnlycke Health Care
Nord markets
RUAG Space AB
Skanska Sweden
Swisslog AB
Volvo Cars

SWITZERLAND

Cambridge Technology Partners
Compar
Coty Prestige
EPFL
General Electric
Johnson&Johnson
Leysin American School
Mikron
Phonak AG
Pictet & Cie
Schindler Management Ltd
SF Schweizer Fernsehen
Swiss Federal Nuclear Safety Inspectorate
Swiss Life
VASCO Data Security
Vectronix AG
VISCHER AG
Zurich Kantonbank

TAIWAN

Acer Inc.

TANZANIA

Mount Meru Group
QURST

THAILAND

Promass 2001 Co.,Ltd.
T.N. Information Systems Ltd.

TURKEY

Opet Petrolculuk A.S.
Pirelli
Uzel

UGANDA

ERNST & YOUNG

UKRAINE

ALD Automotive
Asters
AXA
British American Tobacco
DTEK
EastOne LLC
First Ukrainian International Bank
HRD
Infopulse Ukraine
INTERPIPE
INTERPIPE
JSC Farlep Invest
JT International Company Ukraine
Mary Kay
Novartis
OBI Ukraine
Procter & Gamble
Raiffeisen Bank Aval
Recruitment International Consultancy Services
Shell
Slavutich, Carlsberg group
System Capital Management

Terrasoft
Ukrsotsbank
Winner Imports Ukraine

UNITED ARAB EMIRATES

Al Futtaim Group
Asawer Oil & Gas FZE
Ascent Business Consultants
BT
Capitala
Crown Prince Court
DUBAI ALUMINIUM CO LTD
Dubai Media Incorporated
Dubai Petroleum
Dubai Silicon Oasis Authority
Emirates National Factory for Plastics
EnviTech Middle East for Energy and Water
ETA Ascon Group
EXCEL INDUSTRY CO LLC
FedEx
HR Middle East
HSBC Bank
Jumbo electronics
Khalifa Fund for Enterprise Development
Kharafinational
Kwik Steel Structures FZCO
Land mark group
LV Salamanca Ingenieros S.A.
MAF ORIX Finance JPSC.
Marina Gulf Trading LLC
Mashreq Bank
Middlesex University
MIGT LLC
National Bank of Abu Dhabi
ROBODH CONTRACTING CO LLC,DUBAI
Samsung Gulf Electronics
Shell
sun engineering & contracting L.L.C
The Network Center Trading
White and Case LLP
Worley Parsons

UNITED KINGDOM

Accenture
adidas Group
Airbus
Allen & Overy LLP
Allianz UK
Ashurst LLP
AstraZeneca UK Ltd
AXA UK
Barclays Capital
BBC Global News
Beers LLP
BLT
Bombardier Aerospace
Bovis Lend Lease
BP
British Airways plc
BSkyB
BT
Cabinet Office
Capgemini UK plc
ConocoPhillips (UK) Ltd
Deloitte
Diageo
Diamond Management and Technology
Consultants
DLA Piper
E.ON UK
Eurostar International Limited
FSA
Game & Wildlife Conservation Trust
Grierson's Limited
Harrods Ltd
Highways Agency
HSBC
IBM
IMI plc
Jaguar Land Rover
John Lewis
Lawrence Graham LLP
London Borough of Barking & Dagenham
Marks and Spencer
Marston's PLC
Morgan Stanley
NHS

OCS Group UK Ltd
Oracle
P&G UK
PricewaterhouseCoopers
Procter & Gamble
RBS
Redcar & Cleveland Borough Council
Reed
Rolls-Royce
Rothschild
RSM Tenon
Shepherd and Wedderburn LLP
Standard Bank
Taylor Wessing LLP
Teach First
THALES
T-Mobile
TNT Express
Total Credit Management
Tube Lines
Virgin Trains
Vodafone
Worcester Black Ltd
Yummy Jobs

UNITED STATES

3M
ABA
AMI International
Applied Computer Services
Applied Strategies International, LTD
Avnet
Bain
Bank of America
BB&T
Bendter
BlackRock
Bosch
BSW Wealth Partners
Caterpillar
Cirrus Logic, Inc
Cisco Systems
Citibank, NA
CITIGROUP
Continental Airlines
Covidien
Delta air line
Donaldson India Filter systems pvt Limited
Dow Corning
Eaton Corporation
EMC
First Financial Equity Corporation
Fremont Group
Fujitsu America
GE Capital
General Mills
General Motors
Gerson Lehrman Group
Gulfstream Aerospace
Harrow
Hitachi Consulting
Honeywell Intl.
HP
IBM
Integrated Care Management, Inc
Integration Point, Inc.
Johnson & Johnson
Kimberly-Clark
KPMG LLP
Lockheed Martin Aeronautics Company
Lowe's Companies, Inc.
LSI Corp
Mattress Firm
Northwestern Mutual Financial Network
Novus International, Inc.
Offbeat Design
PAC LLC
Polycor Inc.
Praxair Inc
Professional Engineering Consultants, P.A.
Rocky Mountain Bank
RSC Equipment Rental
Shell Oil Company
Shepard Associates
SiRF Technology, a CSR company
Slalom Consulting

Starwood Hotels and Resorts
Tata Consultancy Services
The World Bank Group
URP
Vanguard
Verite
Wells Fargo
Xavor Corporation

URUGUAY

Correo Uruguayo
U.S. Embassy - Department of State

VENEZUELA

Alcatel-lucent
Anruss Mileniun C.A
Banco Mi Casa
C.A Metro de Valencia
C.A.Quimica Integrada
Cenco-Zotti
CENTRAL MADEIRENSE, C.A.
Ceramica Carabobo
Chrysler Financial services Venezuela
coca cola
Empresas Tapa Amarilla
Gobernacion del Estado Tachira
Grupo Constech
INVERSIONES EQUIVALENCIA
INVERSIONES SELVA, C.A
Multiservicios de Montacargas Robinesis, C.A.
Ofic-Ase C.A.
POLICIA METROPOLITANA DE CARACAS
PRAXAIR
PROCA
Productora de Eventos
Quimbiotec
SERVICIOS GASTRONOMICOS GISEL
Varios

Appendix II:
Partner's logos



Bulgaria



Romania



Ukraine



Greece



Romania



Greece



Russia



International



Russia



International



Russia



Kazakhstan



Russia



Kazakhstan



Romania



Kazakhstan



UK



Kazakhstan



Ukraine



Kazakhstan



Ukraine



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