



# Post Graduate Diploma in Management (Full-time) (2012 - 2014 : AICTE approved)

- PGDM-Regular: Management with specialization in Finance/Marketing/IT & Operations/HR
- PGDM-DSF: Management with emphasis on Development and Finance
- PGDM-FE: Management with emphasis on Quantitative Finance



# P R O S P E C T U S



INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH

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**Registration Key**

(Scratch here) →

5001



"The dream is to invest in quality students, and produce jewels. Over a period of time we will create this reputation. The people who walk out of this institute will be the people who will create an intellectual revolution in the country. This is the dream. And we will certainly translate it into reality."

*Excerpt from a speech by **Mr. N Vaghul**  
Ex-Chairman, ICICI Bank Ltd., Mumbai  
Chairman, Board of Governors, IFMR*

**Mr. N VAGHUL**

"What we offer in the MBA programs should stay with you for the next two or three decades. It should not be that when you walk out of the institution, what you have learned is already dated information. Sometimes the concern is this: if the course is too academic, are the students really relevant in the real world? It's a balancing act. And what we're aiming for is a finished 'product'."

*Excerpt from an address to students by **Dr. Nachiket Mor**  
Chairman, SughaVazhvu Healthcare, Thanjavur  
Member, Board of Governors, IFMR*

**Dr. NACHIKET MOR**



"Management education provides the necessary capabilities to successfully bring together and manage various skills, to attain focused goals and create value. This is extremely crucial, as our society is getting increasingly result-oriented. Also, the world is becoming borderless, competition levels are constantly shifting and every country is striving to attain higher competitive levels. Institutes in India should concentrate on knowledge creation that generates visibility for such institutions in the global arena. We also need to put in the effort to build Indian case studies and encourage India-specific applications.

I am sure that management education would then emerge as the preferred choice of students after graduation."

***Dr. Bobby S. Srinivasan**, President, IFMR*

**Dr. BOBBY S. SRINIVASAN**

## About us

The Institute for Financial Management and Research is where you come when you wish to have a great learning experience of management in an excellent environment of infrastructure, faculty and support services. IFMR endeavors to shape global business practices through inventive, sharp thinking. Innovation drives us and cutting-edge research is the tool we employ to find relevant answers.

It is in this spirit, IFMR was established in 1970, as a non-profit organization by ICICI, the house of Kotharis and other industrial groups. It has received continuous support from leading industries. It is today an institute of national importance.

We bring you a distinctive MBA experience, which offers an integrated approach to management. You have the finest faculty, the best resources, well placed alumni and outstanding research facilities to draw from. The opportunities to learn and grow are simply limitless... if you only believe in the power of new ideas.

IFMR started its full-time PGDM program in the year 2000 and has already turned out 500+ graduates through ten batches, who are all well placed in leading firms across various industries which include banking, information technology, consulting, insurance, investment banking, manufacturing, supply chain management and FMCG.

### Ranking

- A\*\* Rating by CRISIL (All India)
- Ranked among Top 10 Finance Schools
- Ranked among Top 30 B-Schools in India.



# President's Message



We appreciate your interest in IFMR.

We at IFMR have a dream of producing world-class managers who would be able to create a sustainable value wherever they are.

Today, the world is changing so rapidly that a Business School has to equip their students with a life long attitude for learning and experimentation with a passion for excellence through content and pedagogy. Consequently, the two-year PGDM program is going to be highly intensive and will require total involvement from you.

The distinctive features of the program are:

- Emphasizes the global perspective in all aspects of management education to bring in best-in-class international practices.
- Forges strong links with industry in the development of teaching material, research, student projects, placement and consultancy services.
- Offers an integrated approach to management, emphasizing the interrelationships between business functions necessary to achieve successful results.
- Lays stress on leadership with ethical values.

We are sure that you will be partners in our endeavor to building IFMR into an Institution of world-class quality.

Best wishes,

**Bobby S. Srinivasan**  
President

# Dean's Message

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The IFMR PGDM programs - PGDM-Regular, PGDM-FE and PGDM-DSF develops a unique perspective in the students by delivering a product of forty years of learning through consultancy, industry interaction and applied research. The program aims at developing a holistic manager for the future by orienting the program on the following principles known as the

**FIVE I's:** Internationalization, Interpersonal skills, Integrated Perspective, IT Integration and Integrity.

**INTERNATIONALIZATION:** With businesses becoming global, it is essential that the international perspective gets built into the curriculum. This is achieved by giving an international orientation in every course both by using the latest teaching materials and through exposure to visiting faculty from leading business schools abroad like Harvard, Yale and MIT. In this regard, IFMR has entered into a comprehensive partnership with the Massachusetts Institute of Technology (MIT-OCW) to redesign our entire approach towards teaching and research in order to offer a world-class curriculum to our students. We have about 40 scholars from Kennedy School of Government at Harvard University, MIT, Yale University etc. pursuing close to 20 research projects thereby creating a very stimulating academic environment on campus and providing an opportunity for the PGDM students to interact with international students and faculty.

**INTERPERSONAL SKILLS:** Interpersonal skills continue to occupy the centre stage in management education. It includes soft skills of communication, presentation, body language management, social sensitivity and life skills like goal setting, brain state management for effective performance. Apart from building group activities in every course, life skills form part of the core course in the PGDM program, which runs parallel through out the two years of the program.

**INTEGRATED PERSPECTIVE:** Business schools continue to teach finance, marketing, HR and production as separate functions. These functional differences are becoming history with information technology, with emphasis on process-centric approach, taking over. The need of the hour is an integrated business perspective which is the underlying emphasis of the PGDM program at IFMR.

**INFORMATION TECHNOLOGY INTEGRATION:** Information technology, besides being studied as a separate subject, is built into every subject and is an essential pre-requisite for the PGDM program, preparing the students for functioning in the emerging knowledge based economy. More emphasis is given on how IT can be leveraged not only for improving business performance but also for development.

**INTEGRITY:** Corporate governance and ethical business practices are basic principles, which need to be integrated in to the core processes of every business. IFMR lays great emphasis on these principles through continuous interaction with practicing managers and industry captains who share their experiences and insights on matters of ethics and governance regularly through colloquia which forms part of regular IFMR activities.

Besides these core principle embedded in every aspect of the program, IFMR PGDM programs build substantial specialization in the students depending on the choice of his or her stream. The FE program builds a strong quantitative orientation to financial application and DSF program provides a solid framework to apply finance to the field of development. Both FE and DSF offer wider choice of career opportunities for the students-corporate sector, social sector and development sector.

**Prof. G Balasubramanian**  
Dean, IFMR

# About PGDM-Regular

The primary objective of the PGDM-Regular program is to facilitate students to become successful managers. To achieve this objective the program incorporates the following. First, it provides a strong foundation in management by offering a set of core courses in the areas of Accounting, Economics, Finance, Marketing, IT & Operations and Human Resource Management. Building from these disciplines the program also offers a wide range of relevant and contemporary electives for the student to specialize in. The content of these courses are continuously revamped by the concerned faculty to ensure that it reflects critical business issues that organizations face today. This process is also helped by a wide ranging academic and research partnerships that IFMR has with other leading business schools in the world and its own research centers focused on key areas of development and sustainability. In addition, the faculty members who teach this program are eminently qualified in their respective domains and thus add significant value to the classroom experience and the program.

Second, IFMR's selection policy is oriented towards diversity in classroom. Students are not only from different states but also have varied backgrounds in terms of educational specialization and work experience (some with few years and others none). This ensures a diverse and culturally rich learning environment where the emphasis is on learning from each other through discussions and gaining an understanding of 'reality' in organizations.

Third, the city campus of IFMR provides opportunities for students to interact with practicing managers from leading organizations. The state-of-the-art academic infrastructure ensures that students have access to all the latest learning tools including online journals and databases.

Fourth, the program provides flexibility for the students to pursue different careers in industry. IFMR has had a successful record of placement. The students passing out of this course have been placed in many leading organizations in sectors like automotive components, banks, equity research, insurance, IT and micro-finance institutions.

This PGDM program, which is more than a decade old, has been successful in meeting the expectations of the different stakeholders of IFMR. We are confident that the program would continue to produce outstanding managers to serve corporate India. We hope you would be one of them.

**Prof. Jijo Lukose P J**  
Program Director (PGDM-Regular)

**Prof. S. Raghu Raman**  
Co-Director (PGDM-Regular)

## About PGDM-DSF

Welcome you all to this program about, 'Development and Sustainable Finance,' offered at IFMR. This program - first of its kind and approved by the AICTE - has evolved as a result of continued research going on at IFMR. This program builds on a solid foundation on management provided in the first year and is specially designed for students who are interested in understanding the concept of development. Growth in India without emphasis on development of capabilities - in terms of health, education, and opportunities for income, like, microfinance for instance - cannot be sustained. An important component of building these capabilities also lies in financing the same. Many times, there are instances where government, with all good intention, fails to deliver/implement projects undertaken for alleviating poverty. There is a need to design mechanism that would make deliverables reach the target group more efficiently. This particular course aims at doing that - as how to make India a better place to live in. As Professor Amartya Sen would put it, "Development is not only about the growth of GNP per head, but also about the expansion of human freedom and dignity."

How will we make this happen? First by making students conscious about the broader meaning of development and various theories associated with it. This will be part of your classroom learning. However, any learning experience without applicability part of it does not get complete. One actually needs to implement these classroom theories in real world. This program is unique in this regard. It allows you to implement some of your classroom learning experience. We at IFMR have various Centres, like, Centre for Development Finance, Centre for Micro Finance, Centre for Insurance and Risk Management, etc., working with a focused end objective - as how to improve well being of the poor. Students can associate themselves to various research activities undertaken by these various Centres housed at IFMR. We have also entered into an agreement with Banyan, an NGO, focused on development. Since we strongly believe in applicability part of learning, faculty for this course are drawn not only from IFMR but also involve scholars employed at various Centres housed at IFMR, guest faculty from various NGOs, and bankers involved in micro finance. In this way, we believe, students will be better trained to contribute towards building capabilities (read, development) as India continues to grow.

Graduating students will primarily work in areas related to development finance. The first year of the course will be general management along with normal PGDM students. Starting second year, the curriculum will become more focused towards developmental economics, developmental finance, and involving students in live projects.

Once the students have gone through this rigorous training process they will have ample opportunities to show case their skills. Takers will involve, banks, corporate with rural operations, or any other NGO working in areas related to development. The nature of work will primarily involve areas related to micro finance, supply chain in agriculture, rural cooperative finance, cooperative managements, NGO management, or, any other such activities that are related to development. The indicative list of companies that are expected to recruit our students will include, ICICI Bank, IFMR trust, Monsanto, HUL, Centres at IFMR, NGO's like Banyan etc. Students have a wider choice to pursue either corporate or social or development sector as the program encompasses all these dimensions.

On a final note, I hope this course will be a great learning experience for all of you who have enrolled for it. Thank you for your interest in IFMR and in our DSF Program. I wish you all the best.

**Prof. Nilanjan Banik**  
Program Director (PGDM-DSF)

**Prof. Viswanath Pingali**  
Co-Director (PGDM-DSF)

# About PGDM-FE

One doesn't have to look beyond the current crisis in global financial markets to appreciate the fact that the landscape of finance has changed for good; it is littered with products and practices that appear to be at best complicated, and at worst incomprehensible. The spotlight has been firmly turned back on the most abused four-letter word in finance: risk.

It would be naive to assume that the Indian economy is immune to such problems. Over the past one year, a number of corporates have reported huge losses from trading in a class of financial products called derivatives. These have come in the backdrop of the explosive growth that the Indian financial market has witnessed in terms of volume and sophistication.

These developments, both on the global and the domestic front, have created a strong demand for financial engineers who can analyze these sophisticated products, model their cash-flows, price them accurately (using rigorous mathematical and computational tools), trade and manage the risk arising from such products. This demand stems from a wide spectrum of financial functions - investment banking, securities trading, quantitative modeling, risk management, financial consulting, catastrophic insurance and applied research.

Has the management education kept pace with these demands? How equipped are today's students to comprehend the exciting (albeit demanding) changes that are taking place in the world of finance? These questions are not merely rhetorical. In 2005, we at IFMR decided to be proactive and offered a one-year program in quantitative finance. This course was re-launched as a AICTE-approved two-year PGDM-Financial Engineering in 2007. The uniquely designed curriculum lays emphasis on application of quantitative techniques to problems in finance. These courses are taught by some of the finest finance faculty in the country, who are also associated with the Centre for Advanced Financial Studies (CAFS) at IFMR.

On a final note, I would like to emphasize the fact that this program builds on the core foundations on management provided in the first year of the course. It builds a strong quantitative orientation in finance and can be considered as an advanced finance program.

Thank you for your interest in IFMR and in our Financial Engineering Program. I wish you all the best.

**Prof. R.L. Shankar**  
Program Director (PGDM-FE)

**Prof. L. Ramprasath**  
Co-Director (PGDM-FE)

# Programs

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**POST GRADUATE DIPLOMA IN MANAGEMENT – (PGDM-Regular)** provides a holistic view of general management with specializations in Finance, Marketing, IT & Operations and HR. This program prepares the students to take up managerial careers across sectors.

**POST GRADUATE DIPLOMA IN MANAGEMENT - Development and Sustainable Finance (PGDM-DSF)** Besides building on general management, this program focuses on addressing the critical need for having a more integrated and sustainable financial system, thereby contributing positively to the societies where we live and work. This program not only makes students aware of theoretical underpinnings of development but also gives them the opportunity to implement class room learning through various live projects.

**POST GRADUATE DIPLOMA IN MANAGEMENT - Financial Engineering (PGDM-FE)** prepares students for a career in investment banking, securities trading, quantitative modeling, risk management, financial consulting and applied research. The uniquely designed curriculum lays emphasis on application of quantitative techniques to problems in finance, besides building a strong foundation in management.

**PART TIME POST GRADUATE DIPLOMA IN MANAGEMENT:** Commenced in 1980, the program is a boon for the working professionals to enhance their managerial capabilities in Finance, Marketing, Human Resources, IT & Operations fields.

**Ph.D. PROGRAM:** The Ph.D. program (affiliated to University of Madras) is designed to develop faculty/researchers in the fields of finance & economics. So far we have produced 14 Doctorates. Currently we have 15 scholars.



T. Revathy, receiving Gold Medal from Mr. Ganesh Ayyar, CEO of MphasiS during 2011 Convocation Ceremony

# PGDM - Course Structure

The curriculum we offer is unmatched in depth and breadth. It gives you a holistic view on general management practices so essential to success across fields and functions. You then have the freedom to pursue a specialization of your calling.

The various courses are designed to sharpen your analytical skills. So you find ways to break through the clutter with inventive, strategic solutions. Electives further help you develop your interest in one or more areas of interest. Learning teams, case studies, lectures, games, syndicates, web-based learning, real-life simulations and summer projects effectively integrate classroom learning with real-world exposure.

PGDM programs include six terms of classroom sessions and one term of industry internship and project.

## Foundations of Management – Year I

Quantitative Methods - I & II	Organizational Behavior - I & II	Strategic Management
Financial Accounting	Marketing Management - I & II	Life Skills for Managerial Success
Economics - I & II	Corporate Finance	Qualitative Research Methods
Management Information Systems	Operations Management	Modern Bank Management
Management Accounting	Human Resource Management	Business Law and Corporate Governance
Foundations of Finance	IT Enabled Enterprise	Indian Financial System - Institutions & Markets

## Term IV – Summer Internship

### Electives – Year II: Term V, VI & VII

#### Finance Module

Bond Portfolio Management	Advanced Financial Modeling
Project Financing & Management	Financial Statement Analysis & Security Valuation
Banking & Financial Services	Micro Finance
Derivatives & Risk Management	Game Theory
Valuation and Mergers & Acquisitions	Behavioural Finance
Insurance & Risk Management	Treasury Management
Applied Econometrics	Economic Crisis & Resolution
Insurance & Risk Management	Financial Markets & Practice
International Financial Management	Financial Risk Management

#### Marketing Module

Sales & Distribution Management	Supply Chain Management
Product Management	Software Project Management
B2B Marketing	Financial Technology
Services Marketing	Business Intelligence and Knowledge Management
CRM & Data Mining	Lean Manufacturing & Total Cost Management
Brand Management & Integrated Marketing Communication	Total Quality Management
Global Marketing	Competing through IT
Marketing of Financial Services	Services Supply Chain Management
Consumer Behavior	Green Supply Chain Management
Rural Marketing	
Retail Management	

#### IT and Operations Module

#### HR Module

Performance Management System	Blue Ocean Strategy
Change Management	Socially Responsible Business
Strategic Human Resource Management	Managing Complexity
Training & Development	
Recruitment & Selection	
Creativity and Innovation	
Cross Cultural Relations	
Seminar courses on contemporary issues in HR	
Journey to Self	
Talent Transformation	

#### Strategy & Governance

Core courses are aimed at providing a good foundation on basic management discipline which is organized under the following modules:

### **Quantitative Methods I (Business Statistics)**

This course will equip students with the ability to understand and appreciate the most widely used tools of business statistics, which form the basis for rational and sound business decisions.

### **Quantitative Methods II (Management Science)**

This course will provide the necessary conceptual framework of Operations Research Techniques for solving key problems encountered while managing an enterprise.

### **Management Accounting - I & II**

This two part course will help students to read, understand and interpret financial statements and develop accounting systems for better managerial decisions. The emphasis will be more on analyzing financial statements than on preparing them. The nuances of costing, the relationship between cost, price, volume and profit, use of cost information for decision-making and the role of activity based approach to costing and management will be dealt with in detail.

### **Economics - I**

This course contains an extensive treatment of tools and concepts from Microeconomic Theory and analyses the concepts from the point of view of usefulness in managerial decision-making.

### **Economics - II**

This covers all the topics normally covered in an intermediate course on Macroeconomics. This course equips students with some well-known and time-tested models in macroeconomics. The course attempts to link macro level developments to micro-level decision-making. An important component of this course is policy analysis.

### **Management Information Systems**

This course provides a systems perspective with an emphasis on systems design, use of IT in managing transaction processing and generation and dissemination of relevant management information and building an effective decision support systems.

### **Organizational Behaviour - I & II**

This course covers personal, interactional and structural aspects of organization, including motivation, decision-making, problem solving, communicating, leadership, organizational structure and organizational change. To meet the needs and challenges faced by organizations and their members in the emerging 21st century, the focus will be on global dimensions of organizational behavior, high performance organizations, information technology and organization design, and managing change.

### **Marketing Management - I & II**

Marketing is a critical business function, which guides all organizations (large or small, private or public, profit or non profit-making, industrial goods or consumer products) in selecting product-markets they should serve and the strategy for delivering value to those target markets.

### **Corporate Finance - I & II**

This two-part course covers both investments and decision making in the modern corporation. The courses cover financial decision making both by investors and corporates. Markets, instruments and the pricing of risk are covered in the first part of the course. The basic issues including capital budgeting / corporate investment, capital structure, corporate sources of funding, and dividend policy will be discussed in detail in the second part.

### **Operations Management**

The course on operations management focuses on issues connected with the supply side of an organization, whereas the marketing function focuses on the demand side. The course deals with policies, decisions, systems, processes and practices connected with production and delivery of goods and services of acceptable quality, at the required time, to customers.

### **Human Resource Management**

This course will help students improve their ability to lead and manage employees. The specific objectives of this course revolve around helping students develop the knowledge and skill needed to create alignment between human resource strategies and organizational competitive strategies.

### **IT Enabled Enterprise**

With Information Technology (IT) becoming the key driver of business value, this course is aimed at looking at the advancements in IT from a strategic perspective, particularly in the context of business imperatives and developing a framework for IT strategy in the emerging scenario.

### **Strategic Management**

In today's competitive and global business environment, managers need to develop skills of strategic thinking regardless of their level in the organizational hierarchy. To meet this need, this course addresses two key questions that face the strategist:

- What businesses/product-markets should we be in?
- How should we compete?

This course uses cases and experiential exercises to help students to bring multiple strategy perspectives to bear on

these two issues and develop the skills to apply them in real-life strategy making.

#### **Life Skills for Managerial Success**

This course helps students develop the skills needed to succeed in corporate environments with ambiguous work and power structures. Self management skills, interpersonal skills and the skills needed to deal with organizational dynamics are developed using a variety of exercises, cases, readings, assignments and presentations.

#### **Qualitative Research Methods**

While there is a lot of emphasis on quantitative research methods, this is a unique paper that trains the student on the process of conducting a qualitative research, which is recognized as an important discipline for generating and testing hypotheses, when the main input is through observation and interaction with the customers and their experiences.

#### **Modern Bank Management:**

This course provides a comprehensive appreciation of the banks various functions, processes, products, regulatory aspects and interfaces with other institutions. It includes corporate banking, retail banking, investment banking, and core banking solutions, treasury management and asset liability management

#### **Business Law and Corporate Governance**

Knowledge of relevant legal implications is a pre-requisite for managers. More over, many of the legal provisions are oriented towards corporate governance, especially in companies act. This course provides the legal perspective to the MBA students which include Companies Act, Law of Contracts and Cyberlaws.

#### **Indian Financial System, Institutions & Markets**

This course provides a complete the appreciation of the financial institutions and markets, their role in the growth and development of the economy and how they are all interconnected. It specifically focuses on the Indian Financial System including the role of regulators.

## **Electives — Year II**

### **Finance Module**

#### **Investment Management**

The aim of this course is to give an introduction to the investment management process. The stress will be on theories and tools as well as the practice of investment management. The course will provide the students with a thorough grounding on the topics of security analysis and portfolio management including basic asset allocation. The emphasis will be on linking the theoretical and practical aspects of funds management process, with particular reference to the Indian context.

#### **Project Financing and Management**

The course covers core principles of project finance, capital structure, risk management and the relationship between investment and financing. The course also covers appraisal procedures, planning and implementation of projects, venture capital finance and reconstruction of assets in distress.

#### **Banking and Financial Services**

This course covers the processes and the working of various types of banking and financial services such as commercial banking, investment banking, credit card services, mutual funds, stock brokerages, insurance and pension management services and provides an understanding of the role of competition, technology and regulatory intervention in this industry.

#### **Derivatives and Risk Management**

The purpose of this course is to provide students with an understanding of derivative securities and their uses in risk management. The course will cover topics like financial engineering; structure, trading mechanisms and valuation of derivative instruments; and uses of derivatives in risk management, asset-liability management, treasury management etc. Various segments of the market and various categories of risks will be covered.

#### **Valuation and Mergers & Acquisitions**

The course will introduce the participant to Mergers and Acquisitions as a tool in corporate strategy. Since the topic necessarily requires valuation, it is assumed that the student will possess a reasonable level of valuation skill. M&A worldwide is the method of creating and enhancing value.

#### **Investment Science - I**

Notions of risk arbitrage and efficient markets, models of asset pricing like CAPM and APT, empirical estimation of these models, Intertemporal Asset Pricing Models including consumption betas and estimation are topics covered in this course.

#### **Investment Science - II**

Pricing of derivatives using the binomial model, state prices, pricing in continuous time, pricing with dividends,

pricing with discontinuous prices, path dependent options, stopping rules, volatility smiles and smirks, swaptions, caps and floors.

#### **Applied Econometrics - I**

Basic econometrics including linear regression, least squares estimators, non linear and multiple equation models, serial correlation, testing of pricing models, estimation techniques for illiquid/incomplete markets, time series models, are the main topics in this course.

#### **Applied Econometrics - II**

This course focuses on Time Series Econometrics including GMM methods, GARCH models, MLE, estimation of diffusion models, etc.

#### **Insurance and Risk Management**

This course is intended to introduce students to the role of insurance in society, covering both the benefits insurance provides and the problems insurance creates. The course covers basic insurance terminology, common insurance policies, including auto, health, life and homeowners, and important insurance issues, such as regulation, social security, solvency and liability issues. Insurance as a tool to manage pure risk will be emphasized.

#### **International Financial Management**

Students taking this elective course should expect to learn the nature and purposes of financial management in the international context. They will gain skills in international investment and financing techniques and in exchange risk management. They will learn to judge the riskiness of a currency from a firm's perspective, to measure and manage the company's exposure to exchange rate and international interest rate risks.

#### **Advanced Financial Modeling**

Financial modeling means building a relationship among financial variables in order to understand the behavior of the model under various assumptions that will help in policy and decision making. In this course, more advanced functions and models in finance are deconstructed for understanding the drivers of the model to help vary and build new models under new sets of assumptions that will train students to support automation of decision making and build predictive models.

#### **Financial Statement Analysis and Security Valuation**

Financial statements provide substantial information for security valuation. This is an advanced elective in finance, focusing on the use of information from financial statements, tools and techniques for corporate valuation.

#### **Micro Finance**

There is a great movement towards financial inclusion, in which micro finance is the fulcrum. This course enables

the students of micro finance, micro finance process risks, accuracy and other managerial issues involved in micro finance operation.

#### **Game theory**

This subject provides a good theoretical base of game theory and its application in real world. Game theory concepts are used in designing contracts with vendors, borrowers, in public private partnerships, negotiating with Unions and collaborators, understanding competitor behavior and designing counter strategies. The framework offered in this course, helps students in quantifying various strategies and evaluation of alternative strategies. It is offered as finance elective.

#### **Behavioral Finance**

This finance elective has become very important in recent times with the increasing understanding that many investment decisions are driven by emotions rather than rational thinking, especially in the context of stock, commodity and foreign exchange markets. This subject equips the students with tools and techniques that can be used to study market behavior, capture the emotions and sentiments of the market participants through a scientific approach, which will help students to develop strategies of trading and interpretation of market behavior which is very vital for shaping long term investment strategies.

#### **Treasury Management**

This is a specialized finance elective which provides a comprehensive understanding of the role of treasury department in an organization, especially in banks and other financial institutions. It covers the organization structure of a treasury department, assessment of financial risks including price risk, interest rate risk and foreign exchange risk and the methods of managing these risks, management of surplus cash flows generated by operations, the various checks and balances to be built-into the treasury processes and the method of incentivizing the traders, design of risk management products for various clients etc.

#### **Financial Markets & Practice**

While the other finance electives provides a good conceptual base for the students, this course provides the practical side of the capital market covering various asset classes, the process of trading in these assets, the techniques of risk management.

#### **Economic Crisis & Resolution**

This is a contemporary course which enables the student to understand how different economic crisis have emerged, their impact on the global economy and the process by which the various governments resolve these crisis. It provides a practical insight into impact of macroeconomic variables on the economy.

### **Sales and Distribution Management**

This course covers the theories, concepts, techniques, and practices related to Sales and Distribution Management. The first part of the course covers Selling and Sales Management. The second part covers Distribution Management.

### **Product Management**

The course will seek to enable students to understand the process of identifying of new product opportunities as well as of selecting and tracking the implementation of such new product solutions. The emphasis on the second part of the course will be on how 'the Product' drives all other 'Ps' of the business.

### **B2B Marketing**

This course focuses on marketing aspects of high-growth, global business development for the technology industry. Emphasis is placed on determination of key areas of leverage, development of high-intensity strategies, key market/customer initiatives, and how to manage execution of strategic objectives. International best-practice processes for fast, effective execution of target market development, new market entry, and market/customer based new product development are also discussed.

### **Services Marketing**

This course aims to develop in students an understanding of the difference between marketing of goods and services, related concepts and frameworks. This understanding is then built upon to develop in students the skills required for effective service design and delivery.

### **CRM and Data Mining**

This course has been designed to expose students to the concepts, tools and techniques of this new field of management, which brings out a whole new, truly customer-centric way of doing business. Students will also be exposed to various CRM software and modus operandi of vendors.

### **Brand Management and Integrated Marketing Communication**

This course provides students with an insight into the discourse of marketing communications. A number of theoretical approaches will be used to critically examine advertising texts, including semiotics.

### **Global Marketing**

Post liberalization and post Y2K, the world is considered flat and the buzzword is globalization. India is considered

one of The Big Emerging Markets (BEM). In order to develop a global perspective today's managers need to understand the global business environment and its challenges. The course aims at developing an understanding of the dynamics of International environment where it makes an attempt to comprehend all the marketing variables in terms of global markets.

### **Marketing of Financial Services**

After a decade of unprecedented growth in the financial services industry, business managers and marketers are being bombarded with changes and uncertainties in today's business environment. As financial services firms' reputations, business practices and ability to succeed are being challenged, marketing and communications are becoming extremely important to the business mix. This course will examine the roles marketing and communications play at various types of financial services firms.

### **Consumer Behavior**

This course helps students develop a good grasp of the variables that affect consumption and how consumer behavior, in turn, has an impact on the success of marketing-related activities.

### **Rural Marketing**

Growth of Indian GDP is largely dependent on the growth of rural areas where a large number of corporates and banks are trying to penetrate through aggressive marketing of concepts, micro finance and other measures to improve the rural economy through sustained economic activity. This course on rural marketing prepares the student for effective marketing in rural areas by understanding the rural market, behavior of rural customers, segmentation, use of technology in rural areas, reaching rural customers and managing the key levers in rural areas.

### **Retail Management**

Organized retailing is becoming the order of the day. It is the main link in the customer reach, hence lot of attention and focus, especially with the advent of global retail giants like Wall Mart starting their operations in India. With a blend of theoretical framework of retailing provided by academicians, industry practitioners of retailing share their experiences in this course which covers understanding retail operations, nuances and issues in managing retail operations which include procurement, presentation, collection, customer service, use of technology and branding.

## Information Technology (IT) and Operations Module

### Supply Chain Management (SCM) - I & II

This course exposes students to the emerging concepts of SCM, how they differ from the conventional principles of logistics management, emphasizes the integrative perspective of SCM and how the current developments in IT enable companies to implement the total systems approach. The course is taught with a number of Indian cases and computer simulated games.

### Software Project Management

This course exposes students to the nuances of managing complex software projects covering the various critical aspects of software project management like project and process metrics, managing people, software sizing and estimation, quality assurance (CMM levels), configuration management, software maintenance, software re-engineering and Computer Assisted Software Engineering (CASE) tools and concepts.

### Financial Technology

The real and financial sector are getting seamlessly integrated through information technology resulting in integration of local and global markets, improved quality of decision making, lower transaction costs, real time processing and control. Financial technology is the underlying driver, integrating financial institutions, instruments and markets, facilitating the flow of transactions and information. This course will expose the students to the key banking and financial processes including core banking, electronic clearance and settlement systems, financial messaging systems, technology architecture, net banking, mobile banking, emerging standards like financial product mark up language, role of

technology in corporate and retail banking and straight through processing.

### Business Intelligence and Knowledge Management

Recognition of hidden pattern from mass of data using the technology of data warehousing and data mining, known as business intelligence, has become a specialized subject of study and career. Similarly, Knowledge management involves capturing experiences of managers in to reusable objects for everyone using technology. This is a major initiative that can enhance competitive advantage and reduce costs. Through hands on training and case studies, students experience business intelligence and knowledge extraction.

### Lean Manufacturing and Total Cost Management

Lean manufacturing and lean thinking have become an integral part of cost management, customer responsiveness, continuous improvement and customer value creation. In this course, students are exposed to best practices of lean thinking across different operations like manufacturing and financial services through projects and hands on learning.

### Total Quality Management

It is an important IT & Operations elective. It equips students with the frameworks of total quality management practices in industry which includes the different approaches to quality management like the six sigma approach, total productivity management approach, quality costing and the process of building a quality thinking culture. Students will do a live project with a company and interact with practitioners.



Mr. Suresh Lakshmanamurthy, GM-Finance, Ford Motor Technological Services, delivering the guest lecture

### **Performance Management System**

This course provides students with an understanding of performance management through various performance management systems. It examines how different performance management systems organize the planning, feedback, and evaluation stages of the performance management process.

### **Change Management**

In this course students will learn how to manage change through the total integration of people and process, to design and implement a framework for managing change, to evaluate best practice approaches to people and processes for delivering successful change, to reduce the impact of risk while maximizing the benefit of change.

### **Strategic Human Resource Management**

In this course, students will learn the importance of aligning the management of human resources with organizational strategy. Specifically, we will discuss three human resources “levers” that have been proven to add value to organizational functioning, namely, performance management, selection, and employee training and development.

### **Training and Development**

To understand role of training in organizations and skills needed to be an effective trainer. Topics include Training Needs Analysis, Designing and implementing Training programs, choice of training methods and evaluation of training.

### **Recruitment and Selection**

To understand Recruitment as a strategic initiative. Topics covered include synergies between recruitment and other HR functions, best industry practices, and tools and skills needed for recruitment and selection including psychological testing.

### **Human Resources Information System (HRIS)**

To understand the role of technology in integrating and streamlining the H.R. processes to ensure greater efficiency. Topics include, impact of Information technology on various H.R. functions like Staffing, Performance Management, Compensation, Training And Development and Knowledge Management, Skills needed to partner the development of a Human Resource Information System.

### **Creativity and Innovation**

To help the student to appreciate the importance of creativity and innovation in today’s context. To aid them to explore their potential in this area and equip them with techniques that would institutionalize this quotient in the employees.

### **Compensation Management**

The highly competitive nature of the workplace today has made attracting and retaining talent as the most challenging assignment for HR professionals today. The course will deal with the link between organizational strategy and its reward systems, Designing a compensation system, and the legislative framework governing it.

### **Cross Cultural Relations**

To identify, understand, and manage the cultural components of organizational and business dynamics. Topics include: cultural value awareness, cross-cultural communication skills, cross-cultural management skills (strategic planning, organizational design, leadership), and creating and managing a globally competent work force.

### **Seminar courses on contemporary issues in HR**

To expose the participants to current developments in the field of HR. The topics covered include Labour reforms and Role of Trade unions in liberalized economy, HR issues for Financial sector and Talent management.

## Strategy and Governance

This stream of electives focuses on some of the recent advancements in the area of strategy and governance. Corporate social responsibility practice is getting integrated with strategy. Similarly, sustainability is seen as part of strategy. Competing the uncontested market, namely the

Blue Ocean strategy, is yet another development in strategy. So, under this stream, three elective papers have been offered namely, Social Responsible Business, Blue Ocean Strategy and Managing Complexity.

# PGDM-DSF Course Structure

## Foundations of Management – Year I

Quantitative Methods - I & II	Human Resource Management
Financial Accounting	IT Enabled Enterprise
Economics - I & II	Strategic Management
Management Information Systems	Life Skills for Managerial Success
Management Accounting	Qualitative Research Methods
Foundations of Finance	Modern Bank Management
Organizational Behavior - I & II	Business Law and Corporate Governance
Marketing Management - I & II	Indian Financial System - Institutions & Markets
Corporate Finance	
Operations Management	

\* Details – refer page 9

## Term IV – Summer Internship / Applied Project

### Electives – Year II

**Governance and Economics:** This course would cover recent insights into the role of institutions in fostering sustainable, equitable development. Among the topics that would be covered are: role and design of basic institutional underpinnings for markets (property rights, rule of law, etc); debates on regulation; history of thoughts on state roles in development; debates on democracy and development.

**Microeconomics of Development:** This course covers issues related to microeconomics of development, like, understand occurrence of poverty and inequality; measurement of poverty; markets in developing countries: child labour and credit, and explore the microfinance approach as a means of dealing with market failures in the latter.

**Financial Inclusion:** This is a core course for the DSF stream, enabling the students to appreciate the need for inclusion, the meaning of financial inclusion, the process of measuring financial inclusion and the way different institutions participate in the financial inclusion.

**Macroeconomics of Development:** This course covers contemporary approaches to the macroeconomics of developing countries, including: discussion of growth models; relationships between growth, poverty and inequality; financial-sector development; trade and growth and issues of macro/financial crises. The objective of the class is to provide a rigorous overview of these issues, with emphasis on recent scholarly work and policy debates.

**Economics of Microfinance:** Over the past few years, Indian microfinance has witnessed unprecedented growth. Many microfinance institutions have begun to offer new products such as health and life insurance and to experiment with new technology such as mobile phones and point of sale devices. Yet critical gaps remain in our knowledge of how to most efficiently deliver microfinance services, and how microfinance can best be used as a tool to fight poverty. This course will give students necessary understanding about how to improve the lives of the poor by maximizing access to financial services.

**Non-market Strategy:** Businesses and social ventures operate in a space that is defined by governments, NGOs, media, community groups, and other factors beyond typical market players such as suppliers, competitors and consumers. The legal, political, and social context in which entrepreneurs and managers operate presents opportunities as well as risks. This course will teach students to systematically identify risks and opportunities as well as manage these effectively. The course draws on political economy and strategic frameworks and tailors these to the Indian context to give students tools for working with the media to achieve their goals, for designing and implementing political advocacy, for partnering with communities and NGOs effectively, for anticipating and minimizing regulatory risk, among other topics. Students will develop these skills during the course by producing a series of mock consultant reports for existing Indian social and business ventures.

**Livelihood and Sustainable Development:** In this course the students will be able to understand topics relating to rural society and its dynamic; social stratification, poverty and inequalities in rural areas; livelihood options and limitation; individual and community services; and need for special intervention through participatory development approaches.

**Strategy:** Strategy is about choice, which affects outcomes. Organizations can often survive -indeed do well - for periods of time in conditions of relative stability, low environmental turbulence and little competition for resources. Virtually none of these conditions prevail in the modern world for great lengths of time for any organization or sector, public or private. Hence the rationale to understand strategic management something which this course plans to aim at.

**Information and Communication Technology for Development (ICT for Development):** There is a lot of research on leveraging the low-cost Information and communication technology for development of rural areas. While technology offers solutions, the features of the ICT products that can make the rural India adopt these technologies require an approach from end-user perspective. This course provides an insight into the current developments in this context like rural ATMs, community radios, language free interfaces etc and develops a mind-set of exploiting the ICT potential for development. This will be a project and field research based course.

❖ **Students can take electives from other streams as well.**

**MoU with Banyan:** BALM – The Banyan Academy of Leadership in Mental Health was recently established for the purpose of aiding the creation of highly competent and qualified human resources in the sector. An MoU has been signed between IFMR and BALM under which BALM will offer short-term and long-term training programs to the MBA students of IFMR. This would also include an orientation to all first year students at the time of joining.



Students at the Samarthan Club social activity with NGO kids

# PGDM-FE Course Structure

## Foundations of Management – Year I

Quantitative Methods - I & II	Human Resource Management
Financial Accounting	IT Enabled Enterprise
Economics - I & II	Strategic Management
Management Information Systems	Life Skills for Managerial Success
Management Accounting	Qualitative Research Methods
Foundations of Finance	Modern Bank Management
Organizational Behavior - I & II	Business Law and Corporate Governance
Marketing Management - I & II	Indian Financial System - Institutions & Markets
Corporate Finance	
Operations Management	

\* Details – refer page 9

## Term IV – Summer Internship

### Electives – Year II:

**Asset Pricing I:** This course provides a general introduction to asset pricing, one of the most fundamental topics in finance. The theoretical underpinnings of informational efficiency, decision making under certainty, risk preferences, asset allocation models are discussed in detail; the course also delves into the empirical performance of these models.

**Financial Econometrics I:** This course covers the basic statistical techniques that are commonly used in quantitative finance. These include classical linear regression model, non-linear and multiple equation models etc.

**Advanced Financial Derivatives:** This course exposes the students to the exciting world of derivative instruments. A range of instruments, ranging from simple futures to exotic options, are introduced and their applications to structuring, trading and risk management are discussed.

**Stochastic Calculus for Finance:** This covers lays a strong foundation in probability, measure theory, random process, stochastic calculus, and stochastic differential equations. These key concepts are introduced in a completely applied framework; fundamental results in derivatives pricing such as Black-Scholes would be derived from first principles.

**Asset Pricing II:** This course builds upon the first Asset Pricing course. After introducing multifactor models such as APT, the course considers implementation of factor

pricing models that are popular in finance. Students are then provided with a time-series perspective in studying the issue of predictability in asset returns, culminating in a detailed discussion on time varying risk and risk premiums and how important it is to model them in a consistent way.

**Empirical Corporate Finance:** This course introduces the methodology used in empirical corporate finance research. Uniquely structured around seminal contributions and important research papers, this course provides students with a perspective on how econometric methods are used in answering standard corporate finance questions.

**Interest Rate and Credit Derivatives:** This course explores the design and pricing of a wide range of fixed income and credit derivative instruments - swaps, caps, floors, credit default swaps, and structured products built around these products such as range accruals, TARNs, etc. Various pricing models, ranging from the basic Vasicek, CIR models to the more advanced models such as HJM, LMM are subsequently discussed.

**Simulation Techniques for Finance:** The objectives of the course are two-fold: to provide a rigorous hands-on introduction to Monte Carlo simulation techniques and to introduce students to the recent literature on the use of Monte Carlo techniques in pricing contingent claims and risk management. Matlab will be used for all simulation exercises.

**Case Studies in Financial Engineering:** This course uses a series of case studies that exposes students to a range of situations that demand creative financial engineering managing tax outflows, insuring portfolios, reducing the borrowing cost, securitizing non-financial assets etc. Students will not only have to come up with an innovative solution that meets the clients' requirements, but also have to value/price the structure correctly. This course builds on coursework from the first two terms.

**Financial Econometrics II:** This course revisits some of the basic ideas introduced in Financial Econometrics I, with the aim of obtaining a more rigorous understanding of financial time series models. ARMA processes, time series forecasting, maximum likelihood estimation (MLE), Generalized Method of Moments (GMM) and models of

conditional heteroskedasticity (GARCH and others) will be discussed in great depth.

**Insurance Mathematics:** The goal of this course is to give an exposition of the basic modeling of insurance processes and the tools involved in actuarial pricing. The aim is to convey this material using basic probability theory. Topics covered include premium calculation principles, retentions and reinsurance, calculation of reserves and Insurance derivatives.

**Advanced Financial Risk Management:** This course introduces students to various risks financial and non-financial faced by corporates and banks. Students are then provided with detailed illustrations of real-life implementation of tools that can be used to measure and mitigate these risks.

❖ **Students can take electives from other streams as well.**



Dr. Gangadhar Darbha, Head - Algorithmic Trading, Nomura Securities  
delivering guest lecture on Algorithmic Trading

## Industry Interface and Interaction



As part of its efforts to continuously integrate industry practices into the academic curriculum for ensuring that the PGDM program is industry relevant, IFMR has built up long term relationship with several organizations. One such fruitful relationship is with Dun & Bradstreet TransUnion, a company specializing in providing credit bureau services and risk management solutions across the world. This company has been offering an elective in IT & Operations stream for the last six years on a unique course titled "Financial Technology" which enables the students to understand banking products, processes and the underlying technology that drives the entire financial system. This equips students to pursue a career in

financial services as well as in IT sector, focused on banking vertical. More than fifty students have interned in this organization and a couple of them have been absorbed as permanent employees. The elective course is completely taught by the company senior managers.

Similarly, the IFMR Trust, an organization dedicated to providing financial services for the bottom of the pyramid, offers a course called "Financial Engineering for the Low income households", again a unique course built on the experience of delivering financial services.

In the manufacturing sector, UCAL Fuel Systems, a company manufacturing automotive components, offers a course on total quality management.

These are besides a number of courses being taught by industry experts - practicing senior managers regularly.

## MoU with BSE

IFMR has entered into an MoU with Bombay Stock Exchange, for promoting excellence in professional education in Capital and Financial Market. This covers,

- Conducting joint academic training programs for the benefit of students pursuing management programs and any Diploma and / or Certificate programs to be offered in the future by / at IFMR as mutually agreed between the Parties.
- Promoting research in Capital Market and regularly exchange resources.
- Extending help and co-operation in developing curriculum of academic and continuing education programs.



Mr. M. Narendra, CMD - Indian Overseas Bank delivering a guest lecture  
"Emerging Trends in Indian Banking Sector & Career Prospects"

## SUMMER INTERNSHIP

The summer project is an integral part of management education at IFMR. Students are required to intern at an organization and produce off-campus Project Report under the supervision of a faculty guide or manager. It is a great opportunity for students as it involves industry interaction and provides scope for final placement.

Students spend eight weeks on summer internship which is term IV of the course, before starting their second year electives.

### Partial List of our Patrons

A F Ferguson	Anantara Solutions (P) Limited	Apollo Hospitals Enterprises
Aptsource Corporate Services (P) Ltd.	Arvind Eye Hospital	Axis Bank
Bahwan CyberTek	Bharat Electronics	Bharat Petroleum Corporation
Bhartia AXA Investment Managers	Britannia Industries	Burns Philip India Ltd.
Business Line	Cairn Energy	Castrol India Ltd.
CavinKare Pvt. Ltd.	Center for Micro Finance	Centre for Development Finance
Centre for Insurance & Risk Management	Citizen Watch Co.	Credit Analysis & Research
CSO Partners	Dun & Bradstreet	Decidyn Systems (P) Limited
Deutsche Bank	Eicher India Ltd.	Ernst & Young India Ltd.
Franklin Templeton	Fullerton India Credit Company	Hinduja Leyland Finance
Hindustan Unilever Ltd.	HSBC Bank	ICICI Bank
IFAST Financial (I) Pvt. Ltd.	IFB Industries Ltd.	IFMR Trust
ING Vysya Bank	Indian Oversea Bank	ITC Group of Companies
J Walter Thompson	Karvy Securities	Keane International (I) Pvt. Limited
Keshav Exports (P) Limited	Kohler	Kotak Mahindra
Lacoste	Larsen & Toubro Infotech	Lason India
Mudhal Inclusive Growth India Foundation	Music Today (India Today Group)	National Insurance Company
Ogilvy & Mather	Pari Washington	Pepsico India Ltd.
Phocus Wright	Price Waterhouse Coopers	REC
Religare	RPG Life Sciences Pvt. Ltd.	SAIL
SBI	Sify Ltd.	Siva Ventures
Small Enterprise Finance Centre	Smart Analyst	SPIC Biotech Division
Sundram Fasteners	TAFE	Take Solutions
Tata Consultancy Services	Tractors & Farm Equipments Ltd.	TVS & Sons
UBS	UCAL Fuel Systems	UCO Bank
Union Bank of India	Welcomgroup Hotels	Zurich Asset Management



Jitendra Tayal & Seshapriya V. receiving Business Standard Best B-School Project Award from Hon'ble Union Minister for Water Resources Mr. Salman Khurshid



# Research Centres at IFMR

## **Centre for Advanced Financial Studies (CAFS):**

Conducts cutting edge research in financial markets, financial instruments, and financial institutions with an emphasis on Indian and emerging markets;

Specializes in quantitative finance, financial modeling, analyzing high frequency data, stochastic optimization, and numerical methods in finance;

Offers advanced courses covering different areas of finance with a view to disseminate the best of current practices worldwide;

Facilitate the construction of databases, useful for research at IFMR and other partners;

Runs a financial engineering program which provides a strong mathematical base and prepares the students for a career in treasury and risk management, honing their skills on pricing of assets, financial modelling, derivatives pricing and risk management, simulation and advanced econometric methods.

Its faculty does research on empirical finance, simulation, insurance mathematics, high frequency data analysis, markov methods, post colonial finance and applications of game theory.

**Centre for Micro Finance (CMF):** Mission is to improve the lives of the poor by maximizing both the access to financial services and its impact through rigorous research, training, and strategy building for Micro Finance Institutions (MFIs).

**Centre for Development Finance (CDF):** Mission is to identify creative, sustainable models for financing development through research, strategic guidance and information aimed at facilitating various governmental and non-governmental partner organizations in heightening the effectiveness of initiatives that provide infrastructure leading to sustainable, equitable, inclusive growth.

**Centre for Insurance and Risk Management (CIRM):** Mission is to develop product capabilities for insurance and other risk mitigating instruments through proper understanding of the risks, their inter-relationships and their impact by developing technical capabilities for insurance, coupled with comprehensive research and training to benefit the rural and poor households who have high vulnerability towards various risks and losses that affect their regular flow of income.

**Small Enterprise Finance Centre (SEFC):** The SEFC conducts and facilitates systematic, rigorous research projects and offers advanced financial training courses for the Indian banking sector to help policy makers, financial institutions and entrepreneurs to alleviate finance, management and labor market constraints that impede productivity, particularly in the small

enterprise sector which plays a significant role in the economy through employment generation, developing entrepreneurial skills and contribution to export earnings.

## **Centre for Innovative Financial Design (CIFD):**

Mission is to create usable conceptual advances in financial design for emerging markets, develop scalable financial products and actively diffuse this knowledge to both financial designers and policy makers by the process of innovation and testing of financial design principles to improve and create more effective access to financing for the poor within emerging markets.

**JPAL South-Asia:** This center seeks to improve the effectiveness of poverty programs in South Asia by providing policy makers with clear scientific results that help shape successful policies to combat poverty by partnering with NGOs, international organizations, and others to evaluate programs and disseminate the results of high quality research.

**IFMR Trust:** Mission is to ensure that every individual and every enterprise in India has complete access to financial services by bringing about systemic changes in the Indian financial system through a multi-pronged approach of provision of high-quality and adequate financial services, orderly transfer of risk and warehousing of risks by well-capitalized diversified entities.

- Works closely with IFMR centers and faculty, providing abundant opportunity to experiment research ideas which can benefit their practice of offering universal financial access.
- Through IFMR Holdings, develops working prototypes of localized, high-quality entities to provide financial services in remote parts of rural India. These entities are called Kshetriya Gramin Financial Services (KGFS) companies.
- Through IFMR Advisory Services, launches a private equity fund, the Network Enterprises Fund, to eliminate systemic risk and make small rural enterprises 'financeable' by local banks/financial institutions.
- Through IFMR Capital, creates a financial intermediary that will ensure orderly transfer of risk between the originators and aggregators of risk.
- Through IFMR Trust Advocacy Unit (ITAU), spearheads advocacy efforts, which are strengthened by experiences from the other three ventures.
- Leverages on the practical insights gained from action-research conducted at specialised centres of IFMR.

## Eco-system

Continuous research and implementation of research ideas is very vital for knowledge generation and dissemination. One of the unique distinctions of IFMR is its emphasis on research based teaching and training, provided through its seven dedicated research centers and an action research lab, namely the IFMR Trust. Students get the inputs from these research centers on the current issues and future thinking across the world on some of the key issues of development, frameworks and techniques. The research centers have foreign tie-ups and guided by world renowned faculty. The research centers engage the students in various projects.

## H.T. Parekh Library

IFMR has built up a comprehensive collection of learning resources in its library, with on-line access facility, housing world-bank publications, a good collection of leading journals, electronic journal access through EBSCO, JSTOR and science digest, corporate database Prowess, Capita Line, etc. multi-media materials across different disciplines, knowledge base of student's projects, continuous updating with latest books and a well air-conditioned Wi-Fi enabled environment. It has (a) 37234 titles and 39194 volumes (b) subscribing 172 national & 33 international journals (c) Access to 6000 online national & international journals.

IFMR library is a recommended reference library for many B-Schools and other colleges located in Chennai. Corporates and academics have enrolled as members of the library.

## Trading Floor

IFMR is one of the few institutions that has invested in a trading floor, to provide students the experience of mock trading in various asset classes like commodities, equities and foreign exchange. It is a platform to train students and executives in trading and decision making in a simulated market environment with the help of live data feeds, decision support software and simulated data. IFMR has tied up with National Commodity and Derivative Exchange which offers database support on commodities. Besides this, IFMR also has Reuters database in the trading floor and advanced softwares like SPSS, EViews, MATLAB, Statistica, etc. to analyse data.

## Class-rooms

Functionally designed, air-conditioned, Wi-Fi and internet enabled, with multi-media presentation facilities.

## Hostel

For outstation students, IFMR offers limited hostel accommodation and food in the campus with good amenities. Hostel rooms are equipped with attached bathrooms and are occupied by students on a sharing basis. The management has a dedicated team for the hostel that ensures cleanliness and the best service. The canteen provides quality food. The kitchen staff is familiar with all kinds of cuisine to suit the diverse background of our students.

## Infrastructure

Infrastructure plays a key role as an enabler of learning for the students. IFMR's infrastructure has evolved over a period of time, with progressive investments in technology and human resources, to offer a state of the art learning environment for the different disciplines of management.

## Campus

The whole campus is located in a calm and serene surroundings. With the campus being Wi-Fi enabled and students being provided with laptops, the entire campus provides an enabling learning environment. The central location of the campus also makes it possible for students to interact with the corporate world through interviews with executives and other experts who visit the institute regularly for a variety of purposes like seminars and training programs.



## Batch 2009-11: Students' Achievements

Jitendra Tayal and Seshapriya V. received the consolation prize in the Business Standard Best B-School Project 2010.

Aishwarya Subramanian won the Second prize in the essay competition conducted by "SMOT School Of Business", Chennai.

Paras Malhotra was Selected in the Core group of Indian Parliamentary Simulation conducted by Confederation of Indian Industry.

S Karthik Gopal & G Anitha Rao won the 2nd prize in "Candidate City 2020" (A consulting and planning

event) held as part of Samanvay '10, the B-School Fest of DOMS, IIT Madras.

Ananthkumar Reddy was the Winner of EARTH TROTTER - Global Online Investment Strategy event of IIT-Bombay.

Rohit Walimbe has presented a Research paper in International Conference on "Quantitative Methods in Money Banking Finance and Insurance" at Hyderabad – jointly organised by IBS, Hyderabad and IGIDR, Mumbai.

## Students' life at IFMR

Students at IFMR not only believe on academic excellence but also emphasizes on holistic development. To provide an inclusive development for students, a wide gamut of clubs and committees have been set up which consists of elected representatives from students. These clubs and committees engage in activities which aim at building the personality of students and thereby prepare them for the professional life ahead.



### **Artha Sabha – The Finance Club**

The aim of this club is to arouse

and create interest in finance amongst students of diverse backgrounds. Every year IFMR in association with Bombay Stock Exchange organizes Artha Sabha – a national level Finance Summit.



### **Insight – The Marketing Club**

Insight is actively involved in organizing activities to develop sound knowledge in theory and practice in marketing, making it complementary to classroom study. The Billboard

contest, New Product development game, Punchline logo contest etc are some of the club's activities. Every year this club organizes MarkZ – The Marketing Summit.



### **Edge – The IT Club**

This club aims to promote among all students the

development and application of systems skill with respect to academics and help them gain practical knowledge and showcase their skills.



### **MITR – The HR Club**

The aim of this club is to enhance interaction and communication between students, alumni, faculty and industry experts. The club organizes events which cover HR

areas like conflict management, grievance redressal, team building, motivation etc. Every year this club organizes Manifest The HR Summit.



### **The Entrepreneurship Club**

This discusses the ideas which can live on outside blue prints. In order to provide an interface for budding entrepreneurs with various industry experts, club has been conducting

STRIDES, a national level entrepreneurial summit.



### **Samarthan – The social service club**

This club has been conducting activities on the regular basis to help the

needy and the under privileged. The events conducted by the club are small endeavors to contribute to the society Blood donation camp, Laxmi Bal Mahotsav, visit to orphanage and old age homes, green plantation drive are some of the main activities.

## SEVENTH SENSE

### Seventh Sense

This is the Creativity Club of IFMR which is responsible for inculcating and exploring the creative ideas in students. It encourages 'out of the box' thinking in business processes by stressing there are no boundaries, constraints and limits in thought process.



### B Sportive

B Sportive, the sports club encourages students to take up sports as an integral part of their life. It conducts various sports event round the year to keep spirits soaring and to rejuvenate enthusiasm in students.



### The Alumni Committee

The Alumni Committee at IFMR is a dedicated student body which commits itself to tracking, managing and establishing contact with the alumni base of IFMR. Every year, Alumni Committee organize an alumni meet in which students from the very first batch to the latest pass-outs are invited for a get together where they engage in socializing & networking with other IFMRians.



### External Relations Committee

The External Relations Team manages IFMR's communication with external stakeholders namely prospective applicants, media, and peer institutions. This Committee assists college management in the admission process and also solves queries of applicants over MBA forums. It also promotes and reports events and happenings at IFMR on various channels like print, electronic and web.



### Students Welfare Committee (SWC)

This committee is the representative body of the students. The main role of this committee is to act as a link between the college management and the student body. This committee takes care of the students' requirements regarding hostel, mess and other infrastructure facilities.



### UDEN FANTASI

UDEN FANTASI is the Graphics Design Club

of IFMR. This club plays a crucial role in the design of promotional material for the events at IFMR and thus acts as a support function to all other clubs present in the institute.



### Cicero's Revenge

Cicero's Revenge is Debating Club of IFMR. It provides a platform for students to express, share and articulate their views on various social and economic incidents and latest happenings of the world. The club conducts regular meets for debates and discussions.



### Placement Committee

Placement Committee work is close coordination with college placement cell and handles corporate communications with regard to Final and Summer Placements.



### Laasya

Laasya is the art and music club of IFMR. The main aim of Laasya is to de-stress students from the busy academic schedule and provide them fun & relaxation by organizing various cultural events.



### IFMR B-School Fest –

#### Abhyudaya

Abhyudaya is a annual National level B-school Fest organized by the students of IFMR. Abhyudaya comprises a blend of Finance, Marketing, B-Plan, B-Quiz, HR and cultural events awarding huge cash prizes. Abhyudaya attracts participants from all top tier B-schools including the IIMs.



### Colloquium Committee

This committee organizes guest lectures for students from the industry veterans. Lectures are organized on various management disciplines and ever changing global scenarios. The lectures and the interactions provide invaluable opportunities for students to learn innovative approaches and to solve real case scenarios and challenges. The live examples and personal experiences shared by guests greatly enhance the scope of learning, and business perspective in students.

## ELIGIBILITY

### PGDM (Finance / Marketing / IT & Operations / HR) PGDM-DSF & PGDM-FE

- i. Graduates in any discipline with consistent academic record. Final year students can also apply.
- ii. Anyone of CAT 2011 / XAT 2012 / GMAT [taken in or after August 2009] / GRE scores.

## METHOD OF SELECTION

Short-listed candidates will be called for a Group Discussion and Personal Interview to be held in 4 Metros and Bangalore on dates to be notified later.

## SCHOLARSHIP

IFMR offers attractive scholarships ranging from 25% of tuition-fee waiver to deserving candidates. This will be awarded on a yearly basis based on the academic performance.

For the eighth year in succession, IFMR has been selected by Hindustan Unilever Limited (HUL) as one of the five B-Schools in India to receive the prestigious T. Thomas Scholarship award of Rs. 1 lac to be given to the best outgoing student of the full-time Postgraduate Diploma in Management.

## EDUCATIONAL LOAN

IFMR would facilitate students to avail educational loans from leading banks.

## HOW TO APPLY

Candidates meeting the eligibility criteria can apply to IFMR by any one of the following methods:

### Option 1:

Visit [www.ifmr.ac.in](http://www.ifmr.ac.in) and make a payment of Rs.1200/- through Debit Card / Credit Card / Internet banking, after which you can fill in the application form and submit it online.

### Option 2:

You can purchase the Prospectus from IMS / T.I.M.E / Career Launcher & Bulls Eye Coaching Centres by paying Rs. 1,200/- and complete the application form available online at [www.ifmr.ac.in](http://www.ifmr.ac.in) using the 6-digit Registration key given in the Prospectus provided in the inside front cover.

### Option 3:

Prospectus can also be obtained from IFMR by paying Rs.1,200/- **only by DD** favoring **"Institute for Financial Management and Research"** payable at Chennai and complete the application form available online at [www.ifmr.ac.in](http://www.ifmr.ac.in) using the 6-digit Registration key given in the Prospectus provided in the inside front cover.



**Rohit Walimbe**

B.Tech., Electrical Engineering, College of Engineering, Pune

"IFMR is highly acclaimed for constantly nurturing intellectual capital. It is also perhaps the only institute that offers scholarships to MBA graduates. It really encouraged me to continuously excel in academics and added a flavor of motivation to the rigor of studies. I have availed an education loan for my higher studies in IFMR. So, receiving a scholarship is the most delightful moment of my student life."

We have excellent faculty who have created a name for themselves. They continue to shape and influence policies in organizations with their research and consultancy.

<b>Amy Mowl</b>	Development Finance	Master in Public Administration/International Development John F. Kennedy School of Government, Harvard University
<b>Azhar Tyabji</b>	Corporate History	M.Phil. (University of Cambridge), Master of Community Planning (University of Maryland)
<b>G. Balasubramanian</b>	Finance & IT	Ph.D. (University of Madras)
<b>Bobby S Srinivasan</b>	Finance	Ph.D. (Case Western University)
<b>S Gangadharan</b>	Economics & IT	Ph.D. (Madras)
<b>Jijo Lukose P J</b>	Finance & Accounting	Ph.D. (SoM, IIT - Bombay)
<b>R Kannan</b>	Banking & Finance	M.Tech (IIT, Bombay)
<b>Lakshmi Kumar</b>	Economics	Ph.D. (IIT, Madras)
<b>S Maheswaran</b>	Financial Econometrics	Ph.D. (University of Minnesota)
<b>Nilanjan Banik</b>	Econometrics & Trade	Ph.D. (Utah State University)
<b>S Raghu Raman</b>	HR & Organizational Behaviour	Ph.D. (OUBS, UK)
<b>Rajeswari Sengupta</b>	International Finance	Ph.D. (University of California - Santa Cruz)
<b>L Ramprasath</b>	Quantitative Finance	Ph.D. (Rutgers University)
<b>Ratul Lahkar</b>	Microeconomics	Ph.D. (University of Wisconsin, Madison)
<b>R L Shankar</b>	Quantitative Finance	MS (Carnegie Mellon University)
<b>Sharon Barnhardt</b>	Development Finance	Ph.D. (Harvard University)
<b>R Venugopal</b>	Marketing & Strategy	F.I.I.M (IIM-A)
<b>C Vijayalakshmi</b>	HR	Fellow (MDI - Gurgaon)
<b>P K Viswanathan</b>	Statistics & Marketing	MBA (FMS - Delhi), MS (University of Manitoba - Canada)
<b>Viswanath Pingali</b>	Industrial Organization	Ph.D. (Northwestern University)

## Visiting Faculty (Partial List)

Visiting faculty from leading management schools around the world and senior managers from industry interact with our students making the program truly international and industry-oriented.

<b>M J Xavier</b>	Director, IIM Ranchi	Fellow IIM-C; M.Tech (REC, Warangal)
<b>R V Rajan</b>	Founder and Managing Director of Anugrah Marketing & Advertising Services Pvt. Ltd.	PG Diploma in Advertising & Public Relations – Rajendra Prasad College of Mass Communication
<b>Sunil Kumar</b>	Freelance Consultant	PGDRM (IRMA)
<b>V Gopalan</b>	Senior Management Consultant	FCA, AICWA, ACS
<b>Durai Rajan</b>	Director, Kanzen Institute Asia Pacific (P) Limited	B.Com., AICWA
<b>T V Subramanian</b>	Consultant	M-Stat., Fellow IIMA.,
<b>N T Arunkumar</b>	Former CEO, Dun & Bradstreet	MBA (XLRI)
<b>S Balachandran</b>	Senior Consultant	PGDBA (IIM-A), B.Tech. (IIT Madras)
<b>Venkatesh Bangaruswamy</b>	Consultant	CFA (CFA Institute, USA), CRM & PRM (US)
<b>K Ramachandran</b>	Consultant	PGCGM (IIM-C), Certified CWA, CAIIB
<b>S Ramanathan</b>	Consultant	Certified ISACA, CISSP, PGDM (IIM-A)
<b>G Srinivasan</b>	Freelance Consultant	PGDM (BIM, Tiruchy), Certified PMP (USA)
<b>Rakesh Nigam</b>	Senior Researcher, AOL	Ph.D. Applied Physics (Stanford University)

# Visiting Faculty from Abroad (Partial List)

**Prof. Abhijit V. Banerjee**, MIT

**Adel Varghese**, George Bush School of Government, Texas A&M University

**Antoinette Schoar**, MIT

**Prof. Anurag N. Banerjee**, Durham Business School, University of Durham, U.K.

**Prof. Esther Duflo**, MIT

**Prof. Kasturi R. Varadarajan**, University of Iowa

**Prof. Madhu Viswanathan**, University of Illinois, Urbana-Champaign

**Prof. Murgie Krishnan**, Yeshiva University

**Prof. Nitish Ranjan Sinha**, University of Maryland

**Prof. Rangarajan Sundaram**, Stern School of Business, New York University

**Prof. Sendhil Mullainathan**, Harvard University

**Prof. Shyam Sunder**, Yale School of Management, USA

**Prof. Sundar Bharadwaj**, Goizueta Business School of Emory University

**Prof. Suresh Sundaresan**, Columbia Business School

**Prof. Tapas Kundu**, University of Oslo

**Prof. V.V. Chari**, University of Minnesota and Federal Reserve Bank of Minneapolis



Students in the Trading Floor



Prof. Ajay Shah, National Institute of Public Finance & Policy delivering a lecture

**Last Date to apply : January 31, 2012**

# What our ex-students say....



**Anand Sampath**  
Senior Management Trainee  
HCL Technologies Ltd.

"IFMR has imbibed in me all the concepts needed for my business survival and success, all the skills needed for group interaction and team work, state of the art techniques and tools to increase top line, to cut costs and to generate value to customers, but there is one Learning which is drilled down deep into my heart "we don't LIVE to EAT, we EAT to LIVE". Profits are means and not ends in a business.

Every task I perform, every idea I generate, every change I bring, every decision I make, I visit and revisit this mantra many a times to check whether all my stakeholders organization, employees, customers and most importantly, the society, gets affected positively with every step I take. Only four months into my role of Business Development at HCL, I could easily learn and make myself comfortable with the changing business requirements.

IFMR has transformed me from a fast track aspiring management grad into a socially responsible business ready individual who will play all his games Personal or Professional, neat and fair."



**Mahesh Sethuraman**  
Forex Dealer  
ICICI Bank

"IFMR is unique in many ways but to me the most important aspect of IFMR is that it compresses the real world complexities into a class room set up as much as is possible. One class we learn CAPM and apply that to case studies as if it is a mathematical formula and the next class we study the Fama French paper! Then we will have to value a company for our end-term assignment but how? This kind of inquiry into and discussion of well established frameworks is what prepares IFMRians for the real world where there are no clear answers but optimum decisions still need to be made."



**Vijay Manickavasagam**  
Regional Jr Brand Manager - Asia Pacific  
Henkel (China) Investment Co. Ltd., Shanghai

"You would be terribly mistaken if you thought IFMR is just a place to learn Cutting Edge Management Subjects. So was I, but it did not take long for me to realize that this institute had much more to offer. Apart from offering the most up to date and dynamic curriculum, IFMR gave me an opportunity to interact closely with research scholars from Global Universities, Industry Captains and some of the brightest minds of the country. This helped me to figure out what I wanted to do in life and appropriately choose my career. I couldn't ask for more!"



**Dipankar Sinha**  
Polaris Software Lab Ltd.

"I was able to observe and feel the pulse of the market, when I got the opportunity to do live projects in diverse areas like IT, Finance, Pharmacy, Consumer Durables and Paints. This was possible only through IFMR's unique management program, which helps me in keeping practical approach to any problem. Apart from this the best thing that I got to learn in IFMR was how to schedule my time for each project so that I could spread the pressure equally throughout the particular term."



**Srinivasan Chandrasekaran**  
Associate Manager – Group Operational Risk  
Scope International Pvt. Ltd.

"My two years at IFMR doing PGDM was a life changing experience, to say the least. Going beyond textbook theories, the course prepares a student to face the corporate world as a successful manager. With world class faculty and tie-ups with global research institutes, the knowledge that a student gains at IFMR is not available in other B-schools. The course pedagogy covers the widest range of topics for a student to choose from, while the depth of expertise one acquires is truly a differentiating factor."

## Financial Engineering program



**Jitendra Tayal**  
Pursuing Ph.D. at Virginia Tech

"IFMR as a business school is a storehouse of Intellectual Capital. The Financial Engineering (FE) program that is offered at IFMR is unique and fulfills the requirements of today's Financial world. After completing my graduation from IIT Kanpur, I enrolled in this program with an expectation to learn the application of Mathematics in Finance and have found the pedagogy intellectually rewarding. The program is highly competitive and rewards the best student with full scholarship. Being a recipient of full scholarship for securing first position in the Financial Engineering program, I believe that the FE program prepares a student for corporate as well as academia."



**Bharathan**  
B.E. (Anna University)  
Equity Derivatives Trader, Nomura International, Hong Kong

"PGDM-FE at IFMR is a one of its kind course in India. It gives you an excellent insight into various aspects of finance starting from the basic accounting and corporate finance to the more advanced Interest Rate Modeling and Mathematical applications in it. It gives you a definite edge in any financial services job by helping you perform and grow faster than your peers."



**Amruth Krishnan**  
B.Sc. (CMI), Chennai  
Global Modeling & Analytics Group, Credit Suisse, New York

"I joined the PGPF program in 2005 coming from a pure mathematics background. The program exposed me to the various applications of quantitative methods in finance and economics. The program offered a rich curriculum consisting of mathematical finance courses such as asset pricing, derivatives, stochastic calculus etc. along with traditional MBA finance courses such as accounting, corporate finance etc. This is a very unique initiative in India and I wish that students aspiring to work in quantitative finance continue to benefit from this program in the future."

For further details please contact :

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