

# Management Development Programs



**A\*\* at All India level**  
**A\*\*\* at State level**



**Outstanding B-School**  
**(South)**



## Background

Institute for Financial Management and Research (IFMR) in Chennai was established with the help of industry in the year 1970. This institute over its four decade long existence has been recognized by different bodies:

- ◆ As an Institution of National Importance by the Ministry of Finance, Government of India
- ◆ As a Scientific and Industrial Research Organization (SIRO) by the Department of Scientific and Industrial Research, Ministry of Science and Technology, Government of India.

IFMR has been conducting Management Development Programs (MDPs) for more than 40 years. We have so far trained over 15,000 senior, middle and junior level executives from private and public sector organizations from India and overseas. The programs cover a wide spectrum of levels, discipline and industry. One of the unique features of IFMR is the emphasis on research based training, intense and pragmatic curriculum focused on the emerging needs of today's organizations.

## Key Features of IFMR's MDP Programs

- ◆ A good faculty mix
- ◆ Good learning environment
- ◆ Optimal combination of theory and practice
- ◆ Comprehensive courseware and practical applications
- ◆ Current case studies
- ◆ Research based training
- ◆ Information technology integrated delivery
- ◆ Proven teaching methods
- ◆ Industry specific programs
- ◆ Effective interaction with the faculty

**Institute for Financial Management and Research**

24, Kothari Road, Nungambakkam, Chennai 600 034  
5655, Central Expressway, Sector 24, Sri City, Andhra Pradesh 517 541

## Range of Programs

We offer a range of programs that covers, but is not limited to the following subjects and functions:

- ◆ Finance
- ◆ Financial Analytics
- ◆ Economics
- ◆ Marketing & Strategy
- ◆ People – Human Resources
- ◆ Operations
- ◆ Banking

Given overleaf is an indicative list of programs that we offer. These programs can be customized to the needs of the organisation.

## Key Clients

Agility Logistics, Apollo Tyres, Ashok Leyland, Bank of America, Caterpillar, Barclays, Cholamandalam Finance, Cognizant Technology Solutions, CRISIL, GMMCO, Hinduja Leyland Finance Limited, ICICI Bank, Indian Institute of Banking & Finance, Indian Overseas Bank, ITW Ltd, Karnataka State Accounts Department, Larsen & Toubro-Construction, Lucas-TVS, Murugappa Group, ONGC, Reserve Bank of India, Sanmar Group, Scope International, Sundram Fasteners, TAFE and World Bank.

## Training Infrastructure

The training infrastructure has an important bearing on training effectiveness, IFMR offers a good ambience in its 300,000 sq.ft. teaching facility located in 40 acres of land at Sri City. Facilities offered include fully airconditioned classrooms, residential executive accommodation, a well stocked library with international journals, reference books & electronic databases. Ours is a wi-fi enabled campus. At Chennai we have non-residential training facility with computer lab.

**Computer Lab:** Equipped with high band width internet connectivity. Sophisticated database and software include: Prowess, CapitaLine, Bloomberg, Statistica, Eviews, MatLab, SPSS, Stata, etc., to facilitate simulation and analysis of data.

**Library:** H.T. Parekh Library in IFMR is highly acclaimed for its comprehensive collection of books and journals on finance and economics. It is an archive and reference library. It is also a depository library for all World Bank, WTO Secretariat, GATT and UNU Publications and receives complementary copies of publications from ADB, IFPRI, OECD, FRBs and UNCTAD.

## Academic Programs

**PGDM (2 year full-time)** provides a holistic view of general management with specializations in Finance/Marketing/IT & Operations/HR/Financial Engineering/Development & Sustainable Finance. This program prepares the students to take up managerial careers across sectors.

**Ph.D. Program:** The Ph.D program [affiliated to University of Madras] is designed to develop faculty / researchers in the fields of Finance, Economics and Management.



## Faculty

IFMR has built up an excellent faculty with a blend of industry exposure and academic orientation who have created a name for themselves. They continue to shape and influence policies in organizations with their research and consultancy.



Archana Patro	Fellow (IIM Indore)
Badrinathan S	PGDM (IIM C)
Balasubramanian G	Ph.D (University of Madras)
Biswas P K	Ph.D (Utkal University)
Chandrashekhar G R	FPM (IIM Lucknow), PGDM (IIMB)
Gangadharan S	Ph.D (University of Madras)
Hemalatha Chandrashekhar	FPM (Information Technology and Systems) (IIM Lucknow)
Jayaram R	FCMA, M.Phil, M.Com (Madras University)
Kannan R	M.Tech (IIT Bombay); Dip. in Financial Management (Bombay University); CFA (ICFAI)
Krishnan C	M.A. (Economics) (Madras University)
Krishnan C V	PGDBA (IIM A)
Lakshmi Kumar	Ph.D (IIT M)
Maheswaran S	Ph.D (University of Minnesota); IIM (Calcutta)
Mehul Raithatha	Ph.D (IIT Bombay)
Raghu Raman S	Ph.D (OUBS, UK)
Rajeshwari K	Ph.D (IITM) (Thesis to be submitted) PGDM (IIM A)
Rakesh Nigam	Ph.D (Stanford), MS (Stanford)
Ramesh Subramanian	M.Com., CAIIB
Ramakrishnan K	FPM (IIM Calcutta), PGDRM (IRMA)
Shameem S	Ph.D. (IIT M)
Subramanian T V	Fellow (IIM Ahmedabad)
Sunil Bhatla	Ph.D (Ohio State University)
Surenderrao Komera	Ph.D (University of Madras)
Suresh Venkatraman	Fellow (IIM Bangalore)
Vaibhav Chawla	Fellow (IIM Kozhikode)
Venkatesh B	CFA (Charter from the CFA Institute, US); Graduate Member of ICWAI
Venkatesh T R	PGDM (IIM C)
Venkateswaran A	PG Dip in IR &PM (XLRI Jameshpur)
Vijaya Chebolu-Subramanian	Ph.D (Texas A&M University)
Vijayalakshmi C	Fellow (MDI, Gurgaon), PGDRM (IRMA)
Vinodh Madhavan	Doctor of Business Administration (DBA; Golden Gate University San Francisco)
Dilip Kumar	Ph.D (Thesis submitted) M.Sc. Elec., CFA (India), MBA
Jyoti Prasad Mukhopadhyay	Ph.D (Thesis submitted) in Economics (IFMR, University of Madras)

## Governance

IFMR is governed by its Board of Governors comprising of corporate leaders and academicians, including two nominees of the Tamil Nadu Government. The President, assisted by the different Advisory Committees, oversees the day to day management of the Institute.

## Research Centres at IFMR

Set up with the main objective to take up research in the broad area of finance, IFMR principally seeks to add value to growth and development efforts in India by conducting and participating in rigorous research programs both theoretical and applied. To emphasize specific research products, IFMR has set up specialized Centres in the areas of Finance.

**For further details contact:**

Aswin Kumar V, Head – Business Development | Phone: 95000 55698 | [aswin.v@ifmr.ac.in](mailto:aswin.v@ifmr.ac.in)

K E Munuswamy, Program Manager, Phone: 98407 58470 | [kem@ifmr.ac.in](mailto:kem@ifmr.ac.in)

### List of Management Development Programs offered:

Program Title	Duration (Days)
<b>Finance</b>	
Finance for Non-Finance Executives	2
Financial Strategy	3
Financial Statement Analysis and Security Valuation	3
Trading in Derivatives for Wealth Creation	1
Strategic Cost Management	2
Working Capital Management	2
Activity Based Costing and Management	2
Project Finance	5
<b>Financial Analytics</b>	
Valuation and Performance Metrics	2
Financial Modeling using Excel	2
MS Excel for Managers	2
Volatility Modeling	1
Forecasting Tools and Techniques	2
<b>Economics</b>	
International practices in Microfinance: Issues and Challenges	3
Understanding Macro Policy: Interaction between Growth, Sustainability and Economic Reforms in India	3
<b>Strategy</b>	
Decision Making under Uncertainty	2
Strategic Thinking	2
<b>People (Human Resources)</b>	
Managing Teams	2
Managing Creativity in Organizations	2
Key Ideas for Business Leadership	2

Program Title	Duration (Days)
<b>People (Human Resources)</b>	
Inter-personal skills for new Managers	2
Communication Skills for Managers	2
360 degree feedback	2
Measuring Employee Satisfaction	2
Performance Appraisal Interviews	2
<b>Operations</b>	
Supply Chain Costs and optimization - a model building workshop	2
CRM for Managers	2
Business Intelligence	2
Project Management	2
<b>Banking</b>	
Overview of Risk Management	2
Credit Risk	2
Market Risk	1
Operational Risk	1
Basel II / III	2
Corporate Relationship Management	2
NPA/Remedial Management	3
Compliance/Regulatory requirements	1
Governance, Risk & Compliance (GRC)	2
ICAAP (Internal Capital Adequacy Assessment Process) / Stress Testing	1
Quantitative Techniques for Risk Management	5

## FINANCE FOR NON-FINANCE EXECUTIVES

**FACULTY:****DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

**BRIEF DESCRIPTION  
OF THE PROGRAM:**

This program will give a good finance sense both organizational finance knowledge required for you to climb the corporate ladder and also better manage your personal finances. It will mainly cover an over view of finance, financial statements and analysis, cost accounting and management and financing and investment decisions. On the personal finance side, it will cover the different asset classes available for an individual to maximize his wealth which is an essential discipline for all of us.

**DURATION:**

2 days

## FINANCIAL STRATEGY

**BRIEF DESCRIPTION  
OF THE PROGRAM:**

Strategic decisions like investments in technology, mergers, acquisitions and outsourcing, require financial inputs and analytical framework to view things in a proper perspective. All senior managers need this perspective from a finance window to analyze alternatives clearly.

Senior General Managers from various disciplines like marketing, production, HR and Finance Managers will benefit from this program.

**DURATION:**

3 days

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# FINANCIAL STATEMENT ANALYSIS AND SECURITY VALUATION

## FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

## BRIEF DESCRIPTION OF THE PROGRAM:

The focus of the program is to provide a detailed coverage of accounting-based models for valuing listed companies using financial statements. It covers valuation models like residual income model, and abnormal earnings growth model and its relative advantages over traditional DCF approach. The practical issues involved in identifying value-investing opportunities, structuring portfolios and manage portfolio risk are also covered. The course is designed for an equity analyst (both buy and sell side).

## DURATION:

3 days

# TRADING IN DERIVATIVES FOR WEALTH CREATION

## FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

## BRIEF DESCRIPTION OF THE PROGRAM:

In the last few decades, there has been an enormous increase in the number of derivative products which are based on stocks, stock indices, currencies and commodities. Globally, the number of participants who are trading in these derivative products have gone up manifold. This is easily facilitated because of the advancements in online trading. Today options combined with futures are traded not only as a hedging instrument but also as a separate asset class to create wealth. This knowledge though available for sometime now is not fully utilized by financial market traders in India. This is primarily due to lack of knowledge about both the existence of these products and trading skill.

The purpose of this one day hands on program is to create an awareness of these products and to familiarize the market participants with different trading strategies. The skill thus developed will fully support the individual trader to become a wealth creator. Finally this is a skill worthwhile acquiring to understand and appreciate the global financial markets.

## DURATION:

1 day

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## STRATEGIC COST MANAGEMENT

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

**DR. T V SUBRAMANIAN**

MStat; Fellow IIM A (Management Consultant)

### BRIEF DESCRIPTION OF THE PROGRAM:

In today's competitive environment, cost management discipline has become an integral part of every process in an organization. Effective cost management requires a strategic perspective which means that the cost management efforts have to be viewed from a different dimension. The conventional view of cost control, cost reduction and the associated techniques are replaced by strategic cost management framework which looks at cost accounting, structure and management from a value chain perspective, incorporating a holistic approach to total cost management. This program exposes the participants to the framework of total cost management which includes value chain analysis, strategic positioning, activity based costing, life cycle costing, target costing, clearly delineating the relationship between cost, value and strategy.

### DURATION:

2 days

## WORKING CAPITAL MANAGEMENT

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

### BRIEF DESCRIPTION OF THE PROGRAM:

Effective management of working capital directly contributes to the improvement of return on investment which is a function of revenue, cost and assets. Revenue and assets management are inter-related in the context of working capital management. Optimum levels of working capital management is the key to achieve higher ROI. This requires a good appreciation of the nature of the components of working capital, understanding of the supply chain, ability to measure investments in working capital, costs of working capital and a capability of model the trade-offs between liquidity and profitability.

The two day program on working capital management will provide a comprehensive understanding to the participants on the various concepts relating to working capital and an ability to measure and manage working capital with the help of financial models.

### DURATION:

2 days

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## ACTIVITY BASED COSTING AND MANAGEMENT

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

### BRIEF DESCRIPTION OF THE PROGRAM:

Conventional cost accounting techniques makes assumptions regarding cost drivers which may not be valid in today's context of process and IT driven delivery structures. Managing the cost drivers is the key to manage product value and costs. Activity based costing, provides a solid foundation to unearth and understand the hidden cost drivers and enables appropriate pricing and product profitability analysis, besides generating a lot of data for practicing target costing, life cycle costing and optimization. This program will enable the participants to understand the framework of activity based costing and management, approaches to implementation and formulate strategies for managing cost drivers to maximize customer value. The program will be delivered in a workshop mode.

### DURATION:

2 days

## PROJECT FINANCE

### FACULTY:

**PROF. R KANNAN**

CFA, DFM, M.Tech (Chemical)

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

### BRIEF DESCRIPTION OF THE PROGRAM:

Financing major projects based on the strengths of the cash flows of projects is known as project financing. Large projects require enormous funding which can be generated from multiple sources like banks and financial institutions. Structuring such projects and designing an optimal financing mix is a big challenge and is a great opportunity for accelerating economic growth as the risks in such major projects can be mitigated by spreading it across multiple stakeholders like providers of finance, suppliers of raw materials etc.

Project financing skills require integration of multiple disciplines. Financial modeling plays a key role in project finance structuring, analyzing free cash flows and analyzing the risk. It is in this context that this five day program is organized by IFMR which has an experienced faculty team constitute by a combination of senior bankers who have had decades of experience in project finance together with academicians who can provide a combination of theory and practice with hands on experience in financial modeling. IFMR has already trained more than 1000 bankers and corporate executives on project finance.

Pedagogy: Case studies, lectures, structured exercises, Excel based financial modeling hands on.

### DURATION:

5 days



## VALUATION AND PERFORMANCE METRICS

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

### BRIEF DESCRIPTION OF THE PROGRAM:

Correctly rewarding managers based on value creation is the key to driving a firm's overall performance. Measures that appear to be linked to a firm's bottom line are often myopic and Managers are sometimes rewarded for performance that destroys shareholder value in the long run. The solution is to effectively measure value created, then design a management incentive structure to maximize it.

### DURATION:

2 days

## FINANCIAL MODELING USING EXCEL

### BRIEF DESCRIPTION OF THE PROGRAM:

This Program is concerned with the mathematical ideas and the algorithms behind the construction of models for analyzing and managing risk in financial markets. It is designed to provide participants with the programming skills necessary to create realistic financial models using Excel/Visual Basic (VBA). The focus will be on implementing Corporate Finance and Portfolio models along with basic models related to derivatives.

### DURATION:

2 days

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## MS EXCEL FOR MANAGERS

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

### BRIEF DESCRIPTION OF THE PROGRAM:

Manager's job is greatly simplified with decision support tools like Microsoft Excel which is a versatile tool with features ranging from basic what if analysis to advanced simulations, functions ranging from basic statistics to advanced finance and several other decision support facilities, designed with user-friendly orientation. This program will provide a hands-on learning experience for managers in using excel for decision making, delivered with practical case studies.

### DURATION:

2 days

## VOLATILITY MODELING

### FACULTY:

**DR. S MAHESWARAN**

PhD (University of Minnesota, USA); PGDM (IIM C)

### BRIEF DESCRIPTION OF THE PROGRAM:

Volatility is a fundamental input in many decision making settings, including in assessing the riskiness of a position, e.g., via Value at Risk and also for the pricing of options, e.g., using the Black-Scholes formula. It is abundantly clear that volatility does not stay constant but varies over time. The goal of volatility modeling is to capture such time variation in a parsimonious manner. In particular, the GARCH model is popular because it can explain the observed persistence in volatility. In this program, we will show how to implement the GARCH model using Excel and MATLAB.

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**FACULTY:****DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

**DR. T V SUBRAMANIAN**

MStat; Fellow IIM A (Management Consultant)

**BRIEF DESCRIPTION  
OF THE PROGRAM:**

Forecasting discipline is a process of analyzing past data, discern patterns, use current data and emerging assumptions along the insights gained from analysis of past data in order to provide a solid foundation for planning. Forecasting can be effectively combined with sensitivity and scenario analysis for developing contingency plans. In today's context of uncertainty, forecasting discipline is an essential pre-requisite for senior managers. The learning process is greatly simplified due to the user-friendly software which embeds all the tools and techniques of forecasting. The purpose of this two day program is to enable the senior managers to understand the process of forecasting, use appropriate tools and techniques and approach the planning process more scientifically with confidence.

**Pedagogy:** This program will be delivered in a hands on mode where participants work on real life data and software and learn by doing structured exercises.

**Contents**

- Introduction to forecasting
- Time series forecasting - Analysing and models for Trend and Seasonality, Use of moving averages and exponential smoothing
- Regression - Multiple and Logistic regression
- Sensitivity, scenario and simulation analysis
- Comprehensive exercise in planning and scenario building

**DURATION:**

2 days

# INTERNATIONAL PRACTICES IN MICROFINANCE: ISSUES AND CHALLENGES

## FACULTY:

**DR. LAKSHMI KUMAR**

PhD (IIT Madras); MA (Econometrics)

## BRIEF DESCRIPTION OF THE PROGRAM:

Microfinance has enabled over one-hundred million households around the world to access uncollateralized loans. This program delivers an insight into the issues and challenges in microfinance by addressing a range of issues and current debates through a case based methodology drawn internationally. Should microfinance be subsidized? What lessons can be drawn from "informal credit markets" and 19th century credit cooperatives in Europe? How can microfinance institutions use local information for circumventing adverse selection, moral hazard and loan enforcement via group-lending financial contracts? Can the dual objective of alleviating poverty and becoming a self-sustainable microfinance institution be attained? What are the challenges faced by for-profit microfinance institutions? What are the risks of increased competition in microfinance? What is the meaning of "social business" and its potential from the standpoint of microfinance enterprises?

## DURATION:

3 days

# UNDERSTANDING MACRO POLICY: INTERACTION BETWEEN GROWTH, SUSTAINABILITY AND ECONOMIC REFORMS IN INDIA

## BRIEF DESCRIPTION OF THE PROGRAM:

Macro-Economic Policy in any country consists of monetary, fiscal and the external policy. The complex interplay of the three in India has shaped its growth at different stages. The debate about the sustainability of India's growth, the vulnerability of its currency and the effectiveness of economic reforms has always be the core of discussion among thinkers. This program will trace empirically the interaction between the growth, sustainability and economic reforms in India since independence.

## DURATION:

3 days

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# DECISION MAKING UNDER UNCERTAINTY

**FACULTY:****PROF. G R CHANDRASHEKHAR**

B.E.(ECE; College of Engg, Osmania University), PGDM (IIM Bangalore), FPM (IIM Lucknow)

**BRIEF DESCRIPTION  
OF THE PROGRAM:**

This program is intended to tune participants to various types of uncertainties organizations are currently facing and are increasingly likely to face in future. Complexity and Cybernetic approaches shall be adopted to analyse the complex decision making processes managers may have to use to cope with these uncertainties. This shall require working in groups to identify key intervention points and intervention strategies during different sessions for the various types of uncertainties under consideration. In this way the program shall attempt to develop 'strategy as a practice' orientation amongst the participants.

The participants shall be exposed to simulations and interpretations of models in this program which has been designed to address the needs for senior management of any organization.

**DURATION:**

2 days

## STRATEGIC THINKING

**BRIEF DESCRIPTION  
OF THE PROGRAM:**

Managing business growth through business cycles, uncertain macro-economic environments, and myriad of growth opportunities is challenge for any organization, requiring making of strategic choices in terms of direction setting, resource allocation, and organizational process adaptation amongst others. This program has been designed to address the strategic thinking needs for senior management of any organization.

The participants are guided through an experiential process involving cases, discussions and simulations on strategic aspects concerning any organization such as organic growth and expansion, developing and retaining a competitive advantage, aligning organizations to their vision and strategy, growth alternatives such as mergers, acquisitions, alliances, resource allocation processes, and Leadership issues amongst others.

**DURATION:**

2 days

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## MANAGING TEAMS

### FACULTY:

**DR. S RAGHU RAMAN**

PhD (OUBS, UK); MBA (OUBS, UK); PGDFM (IIFM, Bhopal)

### BRIEF DESCRIPTION OF THE PROGRAM:

This program highlights the dynamics involved in managing teams. It adopts a hands-on approach by providing tangible tools for managers to identify and analyze factors that contribute to the effectiveness of teams. The program would also reinforce learning by bringing in examples from relevant case studies.

### DURATION:

2 days

## MANAGING CREATIVITY IN ORGANIZATIONS

### BRIEF DESCRIPTION OF THE PROGRAM:

This program explores the origins, characteristics and styles of individual creativity. The core of this program is to introduce participants to a range of creative problem solving techniques. It also brings to focus the organizational elements that are required to nurture and enhance an individual's creativity.

### DURATION:

2 days

## KEY IDEAS FOR BUSINESS LEADERSHIP

### BRIEF DESCRIPTION OF THE PROGRAM:

The objective of this program is to offer the participants a distillation of key ideas related to business leadership. It emphasizes 'action' and offers participants certain tools and techniques that they could take away and implement in their organizations. These ideas are also reinforced by looking at some examples from a wide range of organizations and contexts.

### DURATION:

2 days

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## INTER-PERSONAL SKILLS FOR NEW MANAGERS

### BRIEF DESCRIPTION OF THE PROGRAM:

In today's dynamic environment technical skills are important, but the competitive edge for an organization, as new research suggests, is derived from how well its employees manage the network of relationships with multiple stakeholders. Identifying and elaborating the importance of these relationships and mapping out the skills required for managing them would go a long way in improving the performance of employees in achieving the objectives of the organization. This program intends to provide its participants with an introduction and application of several skills and ideas under the broad categories of communication, personality, managing teams and leadership. These topics constitute some of the central pillars in understanding self and others.

### DURATION:

2 days

## COMMUNICATION SKILLS FOR MANAGERS

### BRIEF DESCRIPTION OF THE PROGRAM:

This program aims to create awareness, build confidence and offer a blueprint for future development on effective communication. More specifically, the program would present an introduction on effectiveness of different models of communication and style. It would also create an awareness of one's communication style by highlighting strengths and weaknesses and would provide a framework for making effective presentations.

### DURATION:

2 days

## 360 DEGREE FEEDBACK

### FACULTY:

#### **DR. C VIJAYALAKSHMI**

Fellow (MDI, Gurgaon); PG Diploma in Rural Management (IRMA, Anand)

### BRIEF DESCRIPTION OF THE PROGRAM:

This program provides an in-depth understanding, planning and implementation of 360 degree feedback processes in organizations. Aimed at HR managers this program would also sensitize the participants about the range of issues that could crop up in implementation and ways of handling it.

### DURATION:

2 days

## MEASURING EMPLOYEE SATISFACTION

### FACULTY:

**DR. C VIJAYALAKSHMI**

Fellow (MDI, Gurgaon); PG Diploma in Rural Management (IRMA, Anand)

### BRIEF DESCRIPTION OF THE PROGRAM:

This program would train the HR Managers to plan, conduct employee satisfaction in organizations and to analyze the results for organizational development purposes.

### DURATION:

2 days

## PERFORMANCE APPRAISAL INTERVIEWS

### BRIEF DESCRIPTION OF THE PROGRAM:

This program would train line managers /HR managers in planning and conducting of Performance Appraisal interviews. It would offer appropriate techniques for effective and sensitive handling of performance appraisal interviews, building rapport and to elicit relevant information.

### DURATION:

2 days

## SUPPLY CHAIN COSTS AND OPTIMIZATION - A MODEL BUILDING WORKSHOP

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

**DR. T V SUBRAMANIAN**

MStat; Fellow IIM A (Management Consultant)

### BRIEF DESCRIPTION OF THE PROGRAM:

In the present day global environment characterized by intense competition, organizations have come to realize that 'total customer focus' is the cutting-edge for survival, growth, and sustenance. Total customer focus involves creating a fantastic reputation by providing products and services that would exceed expectations of the target customers on the least cost basis. Achieving these twin goals of enhanced customer satisfaction and least total costs require the co-operation of the players in the entire supply chain in terms of a cohesive well-knit team with shared vision, values, and information. Recent revolution in the information technology offers ample opportunities to explore the full potential of optimization models with an integrated perspective of supply chain and associated costs resulting in effective decisions.

### DURATION:

2 days



## CRM FOR MANAGERS

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

**DR. S RAGHU RAMAN**

PhD (OUBS, UK); MBA (OUBS, UK); PGDFM (IIFM, Bhopal)

### BRIEF DESCRIPTION OF THE PROGRAM:

Competition has driven the corporates to become more customer focused and realize the importance of relationship as a long term strategic asset for customer retention. This trend, coupled with the advancements in Information Technology (IT), has made customer relationship management (CRM) efforts as an integral process of corporates. This program provides an opportunity for participants to understand CRM from a process perspective in order to implement it as a system. It will also serve as a base for sharing their experiences in CRM implementation from experts and other managers. It will cover both analytical and operational CRM.

### DURATION:

2 days

## BUSINESS INTELLIGENCE

### FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

### BRIEF DESCRIPTION OF THE PROGRAM:

Competing on analytics has become an imperative for corporates due to the availability of data, simplified tools of analysis and the vast opportunity for pattern recognition that offers the possibility of enhanced revenue. Business intelligence is all about unearthing the hidden patterns in the data that can be converted into actionable tactics for revenue maximization. The program on Business intelligence offers an opportunity for senior managers to appreciate the nuances, processes, tools and techniques of business intelligence from a practitioners view point. Coverage includes data warehousing and data mining tools, real-life data sets and use of latest tools like neural network besides providing a solid foundation on basic analytics.

### DURATION:

2 days

For further details contact:

Aswin Kumar V, Head – Business Development | 95000 55698 | [aswin.v@ifmr.ac.in](mailto:aswin.v@ifmr.ac.in)

K E Munuswamy, Program Manager | 98407 58470 | [kem@ifmr.ac.in](mailto:kem@ifmr.ac.in)

## PROJECT MANAGEMENT

### FACULTY:

#### **DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

#### **DR. T V SUBRAMANIAN**

MStat; Fellow IIM A (Management Consultant)

### BRIEF DESCRIPTION OF THE PROGRAM:

Project management involves scientific planning and disciplined execution of plans in order to achieve the goals of the project with least time and cost over runs. Today's managers require an exposure to the discipline of project management as timely execution, called the execution premium, is an important source of competitive advantage for a firm. Besides the key principles, a hands-on learning by doing process with the relevant software, helps managers better internalize the concepts. It is in this context this two day program is designed for the executives, Hands on will be provided in MS Project.

### DURATION:

2 days

## OVERVIEW OF RISK MANAGEMENT

### FACULTY:

#### **C KRISHNAN**

GARP, MA (Economics) Banker with 3 decades Risk expertise

### BRIEF DESCRIPTION OF THE PROGRAM:

The program provides a broad overview of what comprises enterprise risk management in banks. It would benefit new entrants to the Risk Management team and would also be useful to staff in other departments since risk management is embedded into most functions in banks today.

Topics covered are :

- Basics of enterprise risk management (ERM)
- Credit risk
- Market risk
- Operational risk
- Compliance & Regulatory requirements
- Business Continuity Planning (BCP)
- Other risks

### DURATION:

2 days

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K E Munuswamy, Program Manager | 98407 58470 | [kem@ifmr.ac.in](mailto:kem@ifmr.ac.in)

## CREDIT RISK

### BRIEF DESCRIPTION OF THE PROGRAM:

This program covers the credit process end to end, including documentation.

It is targeted at credit officers involved in assessing credit proposals from their business counterparts. Lending relationship managers would also find this program useful.

Topics covered are :

- Credit risk assessment
- Credit proposals
- Credit Administration
- Credit Monitoring
- Documentation
- NPA/Remedial Management

### DURATION:

1 - 2 days (dependent on the depth required)

## MARKET RISK

### BRIEF DESCRIPTION OF THE PROGRAM:

The course offers the participant an overview of the treasury and balance sheet management in a bank. This includes the impact of foreign exchange movements, interest rate changes, etc., on a bank's liquidity and profitability. New entrants to the market risk function and those working in the 'middle office' will find it useful.

Topics covered are :

- Role of Treasury
- Asset Liability Management
- Foreign Exchange Risk
- Interest Rate Risk
- Liquidity Risk
- Equity Risk

### DURATION:

1 day

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## OPERATIONAL RISK

### BRIEF DESCRIPTION OF THE PROGRAM:

This program covers risks caused by people, processes, systems and external events. Operational risk is a relatively new area for banks but is important for ALL bankers as losses due to operational errors can be significant.

Topics covered are :

- Types of Operational Risk
- Causes
- Measurement
- Self-Assessment process
- Key Risk Indicators

### DURATION:

1 day

## BASEL II / III

### BRIEF DESCRIPTION OF THE PROGRAM:

Since 1988, norms for minimum capital required by banks came into existence vide the Bank for International Settlements (BIS) guidelines. Since then, there have been new guidelines in the form of Basel II and Basel III to strengthen banks against unexpected losses and liquidity crunch. It is targeted at bankers working in Risk Management as well as business units.

Topics covered are :

- Background to BIS norms
- BIS Guidelines
- Regulatory requirements
- Need/Benefits

### DURATION:

2 days

For further details contact:

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K E Munuswamy, Program Manager | 98407 58470 | [kem@ifmr.ac.in](mailto:kem@ifmr.ac.in)

## CORPORATE RELATIONSHIP MANAGEMENT

### BRIEF DESCRIPTION OF THE PROGRAM:

This program covers -Aspects of a strong and mutually beneficial relationship with Corporates, effective credit proposal writing guidelines, risk rating of customers and risk reward equation. Those working in the lending function will find it useful.

Topics covered are :

- Overview of corporate relationship management and the credit cycle
- Target Market Criteria
- Financial and non-financial analysis
- Early warning signals
- Risk rating of customers
- Account conduct
- Account Profitability and Strategy

### DURATION:

2 days

## NPA & REMEDIAL MANAGEMENT

### BRIEF DESCRIPTION OF THE PROGRAM:

Non-Performing Assets are inevitable in the lending business. However, effective and timely monitoring and management of customers, especially those who are in the high risk category, can reduce/avoid assets from becoming non performing. Staff in the credit or lending function or specific remedial management function would find this course useful.

Topics covered are :

- Avoidance/prevention
- Management of High Risk Accounts
- NPA management
- Provisioning
- Bank specific case studies

### DURATION:

3 days

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## REGULATORY REQUIREMENTS & COMPLIANCE

### BRIEF DESCRIPTION OF THE PROGRAM:

Regulators like the central bank have been very proactive in recent years in introducing various norms to ensure safety of assets and prevent kite flying and money laundering activities. Specific guidelines have been issued by the Reserve Bank of India on risk-related issues and this course provides an overview of major compliance and regulatory requirements. Personnel in the compliance and risk management departments will find the programme useful.

Topics covered are :

- RBI norms/guidelines

### DURATION:

1 day

## GOVERNANCE, RISK & COMPLIANCE (GRC)

### BRIEF DESCRIPTION OF THE PROGRAM:

In recent years, especially post 2008 when several institutions across the world collapsed, corporate governance, risk management and compliance have gained considerable importance. The three aspects are also closely inter-linked and the programme covers not only each aspect separately but also highlights the linkage. This course is meant for middle to senior management personnel in a bank.

Topics covered are :

- Meaning/implication of each issue
- Linkage among the three topics

### DURATION:

2 days

## ICAAP (INTERNAL CAPITAL ASSESSMENT PROCESS)/ STRESS TESTING

### BRIEF DESCRIPTION OF THE PROGRAM:

Appropriately identify, measure, aggregate and monitor the risks incurred by a Bank and ensure enough capital coverage determined by internal regulations that is sufficient for the fundamental risks the institution is exposed to. Also, have an adequate risk management system, which is developed regularly in accordance with the risk factors identified is in place. Meant for staff in Risk Management and Finance departments.

Topics covered are :

- Capital requirements under different conditions
- Regulatory and Economic Capital
- Stress testing under different parameters

### DURATION:

1 day

## FACULTY:

**DR. G BALASUBRAMANIAN**

PhD (University of Madras); ACMA

**DR. T V SUBRAMANIAN**

MStat; Fellow IIM A (Management Consultant)

## BRIEF DESCRIPTION OF THE PROGRAM:

Finance companies, banks and financial institutions are exposed to credit risk, market risk and operational risk. Accurate measurement of these risks is a necessary pre-requisite for its effective management as well as for decision making, pricing, capital provisioning, hedging and monitoring of enterprise risks. Statistical tools and techniques provide an objective basis for quantifying the risks and decision making.

In the above context, this program has been designed to provide an understanding to the participants of the various statistical and modeling tools and techniques for risk measurement and management. The program will be delivered through hands on learning methodology for effective internalization of the concepts.

### COVERAGE:

Overview of risk exposure - Credit risk, Market risk and Operational risk; Credit scoring models; Risk based pricing; Bond Arithmetic; Estimation of risk adjusted cost of capital; Building models for default estimation; Value at Risk measurement and Asset liability management.

Statistical and modeling tools & techniques such as Descriptive statistics, Probability distributions and applications; Tests of hypothesis; Correlation and correlation analysis; Regression analysis- Simple, Multiple & Logistic; Robust regression; Discriminant analysis; Principle component and factor analysis; Sensitivity analysis; Scenario analysis; Simulation and Optimization techniques.

### METHODOLOGY:

Lectures will be combined with hands on workings in the computer lab akin to a workshop mode of delivery. Participants will go through structured exercise sets in the lab with Microsoft Excel.

5 days

## DURATION:

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