

## STUDENT PROFILE: PGP 2011-13 BATCH

TOTAL PGP STUDENT	NUMBERS	PERCENTAGE
MALE	331	88.98
FEMALE	41	11.02
<b>Total</b>	<b>372</b>	<b>100%</b>

AGE	Years
AVERAGE AGE	24 years

WORK-EXPERIENCE	NUMBERS	PERCENTAGE
AVERAGE EXPERIENCE (25 Months)	270	72.58
WITHOUT EXPERIENCE	102	27.42

CATEGORY	NUMBERS	PERCENTAGE
GENERAL	192	51.61
OBC (NC)	103	27.69
SCHEDULE CASTE	48	12.90
SCHEDULE TRIBE	20	5.38
DIFFERENTLY ABLED	9	2.42

EDUCATIONAL BACKGROUND	NUMBERS	PERCENTAGE
AGRICULTURE	1	0.27
ARTS	0	0
COMMERCE	9	2.42
ENGINEERING	352	94.62
SCIENCE	10	2.69

## STUDENT PROFILE: PGP-ABM 2011-13 BATCH

TOTAL PGP-ABM STUDENTS	NUMBERS	PERCENTAGE
MALE	23	60.52
FEMALE	15	39.48
<b>TOTAL</b>	<b>38</b>	<b>100</b>

AGE	YEARS
AVERAGE AGE	23 years

WORK-EXPERIENCE	NUMBERS	PERCENTAGE
AVERAGE EXPERIENCE (9 Months)	14	36.84
WITHOUT EXPERIENCE	24	63.16

CATEGORY	NUMBERS	PERCENTAGE
GENERAL	31	81.57
OBC (NC)	04	10.53
SCHEDULE CASTE	03	07.90
SCHEDULE TRIBE	00	00.00
DIFFERENTLY ABLED	00	00.00

EDUCATIONAL BACKGROUND	NUMBERS	PERCENTAGE
AGRICULTURE	20	52.63
ARTS	00	00.00
COMMERCE	08	21.05
ENGINEERING	06	05.78
SCIENCE	04	10.52

## PGPX-VI (2011-12): Students Profile

**Batch Size : 101**

Total number of Applications received	908
Called for Interviews	244

PGPX-VI (2011-12): Students - Diversity				
Engineers	82		Male	95
Non-Engineers	19		Female	06
<b>Total</b>	<b>101</b>		<b>Total</b>	<b>101</b>

Key Parameters	Average		
	India	Abroad	All Students
<b>GMAT</b> (maximum possible score: 800)	714.10	713.25	713.76
<b>Total Work Experience</b> <i>as on August 10, 2010</i>	10 yrs 5 mths	9 yrs 10 mths	10 yrs 3 mths
<b>International Work Experience</b> <i>as on August 10, 2010</i>	2 yrs 11 mths	7 yrs 1 mths	4 yrs 7 mths
<b>Age</b> <i>as on March 31, 2011</i>	33 yrs 11 mths	33 yrs 11 mths	33 yrs 11 mths
<b>Age Range</b>	27 yrs 6 mths to 39 yrs 11 mths	30 yrs 2 mths to 41 yrs 10 mths	27 Yrs 6 mths to 41 yrs 10 mths

International Exposure	No. of Students
Worked for more than six months as on March 31, 2011	86
Obtained degrees(s) from outside their home country	19
Neither worked nor studied outside home country	9

- **16 (15.84%) are international students. Of these, 07 are foreign citizens and 09 are foreign permanent residents.**
- **40 (39.60%) are residing outside India, spread across six countries.**
- **92 (91.09%) have international exposure in terms of work and studies.**
- **92 (91.09%) have traveled to at least one country other than their home Country.**

Educational Background	No. of Students
Higher Qualification than Bachelors (Professional, Masters, Doctorate)	45
Degrees obtained from outside home country	19
Graduated from IIT/NITs.	28

**PGPX-VI (2011-12): Industry and Function Distribution**

<b>Industry</b>	<b>No. of Students</b>	<b>Function</b>	<b>No. of Students</b>
Energy/Power	4	Finance and A/c	6
FMCG	0	General Management	16
Financial Services	10	Manufacturing	0
Government Engg.	1	Marketing	7
Government Services	1	Operations	5
Hospitality Services	0	Personnel and Admin	1
IT and IT Services	51	Project Management	30
Mgmt. Consultancy	3	Res. & Devp./Designing	12
Manufacturing Engg.	8	Quality Assurance	0
Manufacturing Process	3	Business Analyst	2
Media	0	Programming	2
NGOs	1	Consulting	16
Proj./Design/Constn.	1	Systems Designing	4
Shipping	1	Software Maintenance	0
Telecom	8	Academics	0
Airline/Travel	0		
Healthcare	4		
BPO	2		
Retail	2		
Defense	0		
Education	1		
Law	0		
<b>Total</b>	<b>101</b>	<b>Total</b>	<b>101</b>

# NEW ELECTIVE COURSES FOR PGP Academic year 2011-12

The following courses planned to be offered:

## 1. Technology Strategy for Hi-Tech Industries

Course Objectives

- Build on the foundation course “Strategic Management” to focus on specific issues pertaining to Strategic Management of hi-tech industries.
- Develop several frameworks that are especially useful for the analysis of technology in hi-tech environments
- Analyze in depth the strategic issues facing select industries
- Help students develop an understanding of fast moving and rapidly changing environments.
- To use a wide variety of data sources to arrive at an analytical understanding of the issues under discussion.

This course will be particularly beneficial to students who aspire to leadership positions in technology intensive industries or in consulting.

## 2. Foundations of Strategy Consulting

The core learning objective of the course is to enable participants to develop conceptual, ethical, and skill based understanding required to practice strategy consulting. During the course the participants will have opportunity to learn the following aspects of strategy consulting:

1. Gain knowledge of analytical dimensions of strategy consulting
2. Learning the problem solving technique and mind set required for solving vaguely defined problems.
3. Familiarize and practice techniques of field work, data collection, and analysis associated with qualitative data.
4. Understanding knowledge architecture required for consulting business including client relationship, ethics and organizational learning.
5. Create and present solution blueprint.
6. Discuss and explore preference for a consulting career.

## 3. Intellectual Property

There are several private and public benefits of protecting intellectual property rights (IPRs) and the existence of such protection is as a result of both these benefits. However, the direct and indirect private benefits are often not recognized or underestimated. Intellectual Property Law is often viewed with equal parts of bewilderment and disdain, in most parts of the world. IPR encompasses the four textbook rights relating to Patents, Trademarks, Copyrights and Design, with several other categories including Geographic Indicators. While popular opinion recognizes the importance of IPR in India and China, the numbers of indigenous filings in India still remain very low.

This course seeks to introduce the concepts of IPR, address the benefits and debunk a few myths relating to the actual entities that are stockpiling IPRs. Several current debates in IPR including Biological, Software and Business Method Patents, establishment of Trade Secrets, the emergence of Non Conventional Trademarks (such as smell and taste), protection of Copyrights in the digital domain and the impact of GIs such as a *Kancheepuram Saree* will be addressed in interactive sessions, in class. We will seek to construct a debate around the Indian context, with respect to how IPRs are applicable to local businesses and what can be done to create impetus amongst these companies. The bargaining power for hourly wage of many Tier-2 software companies in the early days, for example, shot up significantly with registered IPRs.

## 4. Intercultural Communication Competence

To provide students with an understanding of:

1. The major issues underlying intercultural communication
2. The skills necessary for effective intercultural communication in business and interpersonal contexts.
3. The barriers to effective intercultural communication and strategies of overcoming these in business and interpersonal contexts

4. Own communication behaviours and ways of improving these in a culturally competent manner in business and interpersonal contexts.

## **5. Topics in Derivatives Pricing**

This course builds up on the 2<sup>nd</sup> year PGP FORM (Futures, options & Risk Management) course and covers select advanced topics in the area of derivatives pricing. The objective of the course is to introduce participants to the Partial Differential Equations (PDE) approach to derivatives pricing (with a focus on Equity and FX derivatives).

In particular, we derive the Black-Scholes-Merton (BSM) formulae for plain vanilla Call/Put and Digital, as well as for few select non-path-dependent exotics. We also take a close look at the pricing of Barrier Options - one of the most popular product in the Equity/FX space. The course ends with an introduction to the problem 'volatility smile', and popular methods used to incorporate stochastic volatility in the BSM framework.

While the course is decidedly mathematical, for most of the concepts the math required is limited to having a working knowledge of calculus, Taylor series, and basic probability. The entire course is structured around developing and solving the BSM PDE in different contexts.

## **6. Management of Technology for Sustainable Agriculture**

Indian agriculture has made spectacular gains since mid sixties, thanks to the green revolution. However, the growth achieved earlier is becoming difficult to sustain. The declining productivity of various inputs has become a major constraint. One has to use more water, fertilizer, pesticides, energy, and other inputs to get the same amount of output. The crisis in agriculture sector has become even more serious in the post GATT phase of increased global competitiveness and reduced ability of state to subsidize various inputs. The nature is also finding difficult to continue to bear with all the negative externalities. And yet biotechnology and other newer technologies in the field of precision agriculture are opening new avenues of possible growth. In some cases, these technologies also raise ethical dilemma, which we need to confront and deal with adequately.

It is often argued that since the average level of consumption of chemical inputs in developing country is much lower than in developed countries, there was no cause of concern. It is also assumed that decline in productivity was inevitable as a normal natural resource function. These assumptions are questioned in this course.

## **7. Managing Energy Businesses**

The course aims to introduce how the global energy businesses are evolving, what risks they face and how do they respond to the changing competitive dynamics marked by scalability, diversification and integration. The focus will be to identify solutions that can integrate energy business concerns with environmental, socio-economic, technological and geopolitical considerations. The course will also discuss recent advances and emerging business opportunities in: i) new and renewable energy technology markets, ii) transmission and distribution markets (e.g. smart grids, power trading), iii) energy services businesses focusing on the demand-side efficiency (e.g. lighting, appliances, automobile), iv) entrepreneurship and risk finance and v) integrated energy and environment solutions (e.g. infrastructures, ICT solutions),

## **8. Managing Workplace Diversity**

Managing diversity in organizations draws both an intellectual and emotional debate as parties on all sides grapple with whether there should be accommodation of differences in the workplace, and the extent to which accommodation should be made. In this course, we will clarify what hinders acceptance of differences in the workplace, take a closer look at some of the problems various individuals face in the workplace, and then consider effective organizational policies that will lead to a more effective bridging of differences.

## **New Electives likely to be offered- PGPX 2011-12:**

### **Course in Advanced Valuation**

#### **Objectives:**

This course, a combination of lectures and cases, is intended to re-enforce and expand on concepts and analytical techniques discussed in the introductory course in corporate finance. While the primary focus of the course is on valuation of firm, divisions, projects and securities, we will provide context in dealing with these real world issues through a series of cases. The appropriate financial theory will be reviewed by brief lectures and perusing a list of recommended articles and chapters from selected textbooks. .

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### **Key Account Management**

#### **Objectives:**

There has been a significant growth in the evolution of relationship marketing in the last two decades. Many organizations have begun to realize that relationship marketing is not just an add-on to their existing strategy and a way of doing business, but is also a philosophy that has to be embraced in its totality. In addition, customer relationship marketing (CRM) and customer-driven business management needs to be woven into all functions and levels in the organization for real success to be achieved. The continuous drive towards customization has made CRM managers realize that KAM goes far beyond acquisition, retention and maintenance of customers in the long term. Key account management (KAM) is a common manifestation of CRM in Business-to-business (B2B) markets. Its importance in Business-to-consumer (B2C) markets has also grown immensely with the advent of IT-enabled CRM systems; global competition and other accelerating dynamics of the marketplace. Though the nomenclature of the forms of KAM may vary (such as National Account Management (NAM), Strategic Account Management (SAM) and Global Account Management (GAM)) there seems to be general consensus on the concepts, underlying principles, applicability, implementation and deliverables.

This course brings into focus the rationale, processes and development stages of KAM from a manager's perspective in the context of the global economy. It also encapsulates the widening scope of KAM into GAM that has become a cornerstone in global marketing strategy by corporations and large suppliers that have to manage customers on a global basis. The strategic insights are expected to provide the participants a few approaches and pathways to innovations in the current business environment. It is also intended to share an in-depth understanding of the linkages of this important sub-discipline with marketing success for the practicing manager.

By the end of the module, it is expected that the participant will:

- i) Understand the scope and importance of the key account management role;
  - ii) Recognize which accounts should be designated as key accounts;
  - iii) Identify the potential in their customers;
  - iv) Identify and develop customer DMUs;
  - v) Recognize the stages of a key account relationship;
  - vi) Use professional business tools;
  - vii) Understand the process in developing strategic account plans;
  - viii) Gain insight into the concepts of GAM.
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## **Fundamentals of Insurance**

### **Context & Objectives:**

The Indian Insurance sector has traversed a full circle. Till 1956, when life insurance was nationalized, it was totally in the private sector. In 1971, general insurance was also nationalized. After around four decades of this nationalized monopoly, private sector participation has again been allowed since 1999. The ensuing competition has opened up challenging career options for MBAs. This course seeks to prepare you for the same.

There are two kinds of career opportunities: one in the insurance companies *per se* and the other in terms of risk management in corporate sector using insurance as one of the tools. There are also other emerging career opportunities in insurance marketing and distribution, insurance advisory services and third party administration (TPA) of insurance contracts.

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management. Only those conceptual materials of common relevance to all types of insurance products, life/health insurance on the one hand and corporate/ general insurance on the other, will be covered.

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## **Cross Border M&A and Integration**

### **Objectives:**

In spite of, or rather as a result of, the global economic recession, the global market for Mergers & Acquisitions has seen a rebound in 2010 and 2011. At \$1.8 Trillion in 2010, global M&A has grown from its low \$1.5 Trillion 2009, but is still below the 2007 high of \$3.0 Trillion. Q1 of 2011 saw a 33% growth over previous year to clock \$608 Billion of M&A activity. Nearly 40% of this M&A activity represented cross-border deals, a 65% growth over previous year. Interestingly, over 22% of M&A activity (by value) involved emerging markets, dominated by the BRIC countries.

Research has shown that M&A is fraught with high risk; the multi-national nature of recent deals only increases this risk. Not only are cross-border deals more complex from legal, financial and regulatory perspectives, they are accompanied by greater integration challenges. Moreover, “emerging markets” and “developed markets” are highly misleading terms since they suggest certain uniformity of opportunities, issues, behaviour, etc.



In every firm that pursues cross-border acquisitions, managers from all parts of the organization are affected, some more than others. It begins with the strategy, the reasons that drive the need to even evaluate cross-border M&A. Having established the business need for it, most firms proceed to the deal-making process. They rarely pause to assess if they are prepared, organizationally, to expand into newer markets and moreover, integrate with another organization in those markets. The dealmaking process for cross-border transactions is often more complex than that for domestic M&A; managers are often not prepared with the tools to address this complexity. Integration, like the marriage of two people, requires complex planning before, during and after the event. Cross-border integration throws up issues of organization culture, people practices and work styles that may not be seen in domestic deals.

Very few firms are truly global in terms of their organizational structure, people or culture, yet there is desire to become global, fast. In an environment where everything is measured through quarterly performance and planning horizons have become shorter, acquisitions have become the popular route to expansion and growth. The strategy, finance and legal teams that manage the M&A process, particularly in most Indian organizations that are pursuing cross-border deals for the first time, usually learn on the job. Managers can however be better prepared by understanding:

1. When and why a firm should pursue inorganic growth outside home markets.
  2. How to manage the cross-border M&A process.
  3. How to manage cross-border integration.
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## MDPs @ IIMA 2011-12

For 2011-12, the total number of MDPs offered are 73.

More details can be found at [www.iimahd.ernet.in/mdp](http://www.iimahd.ernet.in/mdp)

The following New MDPs have been planned to be offered for the year 2011-12

No.	Programme Name
1.	Technology Strategy
2.	Taking People Along: Managing by Persuasion
3.	Working in a Flat World: 'Communicating Effectively Across Cultures'
4.	International Marketing
5.	B2B Marketing
6.	Managing Interorganizational Relations and Networks
7.	Strategic Human Resource Management
8.	Managing by Inspiring
9.	Human Resourcefulness Management
10.	W/s. on Visioning for Organizations and Self
11.	Strategic General Management Programme for Senior Public Enterprise Executives
12.	Urban Transportation
13.	Lab Management
14.	Working Conference on "You and Me in Roles and Systems"