

# Programme on Enhancing Bank Employees' Performance and Wellbeing through Leadership, Justice, Support, and Spirituality

January 21 – 23, 2019



*Coordinator*  
**Dr Badrinarayan Pawar**  
(PhD, Oklahoma State University)  
Professor at NIBM, Pune



**National Institute of Bank Management  
Pune, India**

## **Programme on Enhancing Bank Employees' Performance and Wellbeing through Leadership, Justice, Support, and Spirituality**

A bank branch, bank region, and bank zone are various levels of bank organisational units. The effectiveness of an organisational unit such as a bank branch, bank region, and bank zone can be improved by enhancing the performance and wellbeing of all employees in that particular organisational unit. This programme can help senior level bank managers to identify and implement various actions to enhance performance and wellbeing of employees in their banking organisation unit such as a bank branch, bank region, and bank zone. Therefore, this program will be useful for bank branch managers, senior level managers in various bank verticals, and senior level managers in regional and zonal offices of banks.

According to research findings, the presence of organisational justice, organisational support, transformational leadership, and workplace spirituality in an organization can potentially enhance employee performance and employee well-being. This programme will provide research-based knowledge in practice-relevant and action-oriented manner so that bank managers can improve organisational justice, organisational support, transformational leadership, and workplace spirituality in their banking organisation unit such as a bank branch, bank region, and bank zone in order to enhance the performance and well-being of employees in their banking organisation unit and thereby improve effectiveness of their banking organization unit.

### **Participants' Feedback on Past Similar Training Programmes**

For the thirteen training programmes on enhancing employee performance and wellbeing through leadership, justice, support, and spirituality, conducted at NIBM campus over last about three years for managers from banking organisations, Dr. Badrinarayan Pawar singlehandedly taught all sessions in these programmes. The participant feedback reports for these twelve programmes singlehandedly taught by Dr Badrinarayan Pawar indicate that 183 out of 195 sessions conducted by Dr Pawar received session ratings of 4.8, 4.9, or 5 out of 5 (5 = "Excellent", which is the highest possible rating).

Further, in the participant feedback reports, three of these programmes also received the highest possible overall programme assessment rating of 5 out 5 (5 = "Excellent", which is the highest possible rating). The qualitative feedback comments of some of the bank manager participants also indicate that they received learning benefits which they can apply at their workplaces. The participants in these past programmes included bank managers from various levels such as Branch Manager, Senior Manager, Chief Manager, Assistant General Manager, Deputy General Manager, Vice President, General Manager and Chief General Manager. Additionally, in August 2016, he conducted a training programme on Enhancing Employee performance and Well-being through Leadership, Justice, Support, and Spirituality for the managers of Bank of Ceylon in Colombo which also received positive feedback.

## Likely Benefits of the Programme for Banks

Based on the programme inputs, bank managers can design an action plan to enhance the performance and wellbeing of employees in their banking organisation so as to improve the effectiveness of their banking organization unit such as a bank branch, bank region, and bank zone.

### Objectives

These include:

- ⇒ To facilitate bank managers' development of comprehensive understanding of employee performance and employee wellbeing.
- ⇒ To help bank managers to explore ways of enhancing transformational leadership of themselves and of managers in their banking organization unit.
- ⇒ To help bank managers to explore ways of creating conditions of organisational justice, organisational support, and workplace spirituality in their banking organization unit.
- ⇒ To facilitate bank managers' understanding of how the programme inputs will help them to enhance employee performance and wellbeing in their banking organization unit.
- ⇒ To facilitate bank managers' development of an action plan for enhancing performance and wellbeing of the employees in their banking organization unit.

### Content

- Why effective organisations require employee performance and employee wellbeing?
- Different forms of employee performance.
- Different types of employee wellbeing.
- Overview of some traditional approaches to enhancing employee performance and well-being.
- Transformational leadership.
- Organisational justice.
- Organisational support.
- Workplace spirituality.
- Action plan preparation for enhancing performance and wellbeing of employees in a banking organisation.

### Pedagogy

Lectures, discussions, assessment instruments, exercises, and role plays.

### Target Audience

Bank branch managers, senior level managers in various bank verticals, and senior level managers in regional and zonal offices of banks

## Programme Coordinator

Dr Badrinarayan S Pawar (PhD, Oklahoma State University)

Professor at NIBM, Pune

## Dates

January 21 – 23, 2019

The programme will commence at 9.00 am on Monday, January 21, 2019 and will conclude by 5.00 pm on Wednesday, January 23, 2019. Participants are requested to reach NIBM campus by the evening of January 20, 2019.

## Venue

NIBM Campus, Kondhwe Khurd, Pune, India.

## Hostel Accommodation

The programme is fully residential. Participants will be provided well furnished single room AC accommodation in the Institute's hostel complex on the Campus. However, they will not be permitted to bring their family members to stay on the campus. In case any Officer/Executive with physical/medical disability is being nominated, kindly inform us in advance with particulars of disability to facilitate necessary arrangements.

The Institute has facilities for outdoor and indoor games and a large walking/jogging trail for physical fitness besides a yoga centre. Participants are, therefore, encouraged to bring the appropriate clothes/gears.

## Tentative Session Schedule

Date/Day	January 21, 2019	January 22, 2019	January 23, 2019
<b>Session-1</b> (9:00 to 10:15)	<ol style="list-style-type: none"><li>Inauguration and Program Overview (BSP)</li><li>Program Overview: Usefulness of Program Contents for Organizational Effectiveness (BSP)</li></ol>	A New Form of Employee Performance: Employees' Organizational Citizenship Behaviour (BSP)	Exercise on Assessing and Enhancing Organizational Support in Banking Organizations (BSP)
<b>Session-2</b> (10:30 to 11:45)	Employee Performance: An Overview (BSP)	Exercise: Assessing and Enhancing Employees' Organizational Citizenship Behaviour in Banking Organizations (BSP)	Transformational Leadership (BSP)
<b>Session-3</b> (12:00 to 13:15)	Employee Wellbeing: An Overview (BSP)	Organizational Justice (BSP)	Exercise: Assessing and Enhancing Transformational Leadership of Managers in Banking Organizations (BSP)
<b>Session-4</b> (14:15 to 15:30)	Exercise: Assessing and Enhancing Employee Wellbeing in Banking Organizations (BSP)	Exercise: Assessing and Enhancing Organizational Justice in Banking Organizations (BSP)	<ol style="list-style-type: none"><li>Workplace Spirituality (BSP)</li><li>Exercise: Assessing and Enhancing Workplace Spirituality in Banking Organizations (BSP)</li></ol>
<b>Session-5</b> (15:45 to 17:00)	Some Traditional Approaches to Enhancing Employee Performance and Wellbeing (BSP)	Organizational Support (BSP)	<ol style="list-style-type: none"><li>Integration of Program Inputs</li><li>Participants' Action Plan Preparation for Enhancing Performance and Wellbeing of Employees in their Banking Organization (BSP)</li></ol>

BSP: Prof. Badrinarayan Shankar Pawar (PhD, Oklahoma State University)

**Note:** The actual time assigned to each topic may be revised based on the actual learning process during the programme. All sessions in the Programme will be conducted by Professor Badrinarayan Shankar Pawar (PhD, Oklahoma State University).

## About the Programme Coordinator

All sessions in this programme will be single-handedly covered by the Programme Coordinator, Dr Badrinarayan Pawar, Professor at NIBM, Pune. Dr Pawar received PhD from Oklahoma State University in 1996 (with the highest possible cumulative GPA of 4 out of 4). He received the membership of Phi Kappa Phi in recognition of his academic performance in the PhD program. He has about two decades' of teaching (including about a decade of teaching in IIMs in India) and research experience. His research has been published in international journals and Dr Pawar is the author of a book and the co-author of another. For his single-authored workplace spirituality research articles, the number of citations received exceeds 500 and for his entire published single-authored and co-authored works, the number of citations received totals to over 1,600 as reported in September 2018 at <http://scholar.google.co.in/>.

### Nominations and Enquiries

Please address your enquiries and nominations to:

#### **Dr Badrinarayan Pawar**

*(PhD, Oklahoma State University),*

*Professor*

Programme Coordinator

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Web : [www.nibmindia.org](http://www.nibmindia.org)

**Last Date for Receiving Nominations:**

**January 11, 2019**

**Last Date for Availing Early Bird Incentive 5%:**

**January 05, 2019**

*(See Fee Structure on home page of the NIBM website)*

## Programme Fee (per participant)

US \$ 1200 for foreign participant

(See fee structure on home page of the website for incentive)

	Fee	GST	Fee + GST	TDS
Mem. Banks :	26400	4752	31152	2640
Non-Mem. Banks :	31200	5616	36816	3120

The fee includes the cost of tuition, board and lodging facilities, teaching material, etc. (Goods and Services Tax (GST) @ 18%, and TDS @ 10%. Kindly send the TDS Certificate on priority to NIBM).

### Mode of Payment for Indian Participants

- The fee may preferably be transferred by RTGS/NEFT/ECS to our A/c No. 20002400021 with Bank of Maharashtra, NIBM Branch, Pune (IFSC Code MAHB0001124). NIBM PAN No. AAATN0040P and NIBM GSTIN No. 27AAATN0040P1ZJ.
- National Institute of Bank Management  
NIBM Post Office, Kondhwe Khurd, Pune 411 048, INDIA.

### Mode of Payment for Foreign Participants

#### Mode of Remittance: SWIFT\*

1. Name & Address of our Bankers : Oriental Bank of Commerce  
C-2, Shop No. 4-5, Bramha Estate  
Kondhwe Khurd, Pune 411 048  
Maharashtra, India
2. Name of the Account : National Institute of Bank Management
3. NIBM's Bank Account No. : Current A/C 11281131004402  
with Oriental Bank of Commerce
4. Bank's Swift Code : ORBCINBBFCP
5. Oriental Bank of Commerce A/c No. : 36152559  
with Correspondent Bank
6. Preferred currency : USD
7. Correspondent Bank : CITIBANK N.A.
8. Swift code for Citi Bank : CITIUS33

**\* The Foreign Bank Charges/ SWIFT charges/Commission is to be borne by the remitter. The fees mentioned in the invoice/brochure is to be paid to NIBM, net of all bank charges.**

**\*Payments will be accepted only through electronic mode.  
Cheques/DDs/Pay Orders will not be accepted.**

- **For all electronic remittances, kindly send a confirmatory e-mail at: [accounts@nibmindia.org](mailto:accounts@nibmindia.org) giving details of the remitter and participant, name and dates of programme, etc.**

Please see programme fee structure on home page of the website for early bird incentive, incentives for SAARC and other developing countries, mode of remittance, Pune City route map and local conveyance.