

Annual Report

2012–13



National Institute of Bank Management

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(as on March 31, 2013)

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National Institute of Bank Management

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Introduction

Introduction

The National Institute of Bank Management (NIBM) was set up in September 1969 by the Reserve Bank of India, in consultation with the Government of India, as an apex autonomous institution, with the mandate of playing a proactive role of "think-tank" of the banking system.

The Institute has endeavoured to develop and implement Programmes that would assist the banks to develop capabilities to meet national priorities for the banking sector and at the same time provide world class banking and financial services.

The activities of the Institute fall broadly into three areas, viz., Education, Training/Skill Development, Research and Consultancy. These are briefly enumerated in the following paragraphs.

Education

The Institute introduced a **Post-Graduate Programme in Banking and Finance (PGPBF)** of a year's duration, from the academic year 2003-04. It was a new and significant step by the Institute to develop and provide to the banking industry on a regular basis, a managerial cadre for their current and future needs. These young executives are thoroughly trained in Foundations, Analytical Skills, Perspectives in Banking and Finance and well equipped to shoulder managerial responsibilities in the financial sector. The first batch of 34 students of 2003-04 was fully absorbed by Banks and Financial Institutions through campus placements.

Five banks, viz., State Bank of India, Bank of Baroda, Union Bank of India, Canara Bank and Bank of Maharashtra instituted Gold Medals to encourage superlative academic performance of the students.

Dr C Rangarajan, Chairman of Economic Advisory Council to the Prime Minister and Chairman of the Twelfth Finance Commission, delivered the First Convocation Address and conferred gold medals to four students for achieving academic excellence.

In all nine batches of students numbering 390 have passed out of the Post-Graduate Programme successfully and all of them are well placed in banks and financial institutions.

Keeping in mind the expectations of the banking system, the Governing Board of the Institute has moved PGPBF over to two year format from the academic year 2009-10. There are 42 students in the second year of the 2012-14 Batch.

During the current year the Institute sought recognition/approval for its two-year Post-Graduate Programme in Banking and Finance from the All India Council of Technical Education, in order to enhance and widen the career opportunities for its students. **AICTE has granted approval in April 2013 and will be applicable to the Post-Graduate Programme commencing in June/July 2013, rechristened as Post-Graduate Diploma in Management (PGDM) - Banking and Financial Services.** The Post-Graduate Programme will continue to focus on Banking and Finance as an integrated and mutually inclusive area of specialization.

Dr D Subbarao, Governor, Reserve Bank of India and Chairman, NIBM Governing Board presided over the Convocation for the 2011-13 batch on March 5, 2013. Dr Raghuram G Rajan, Chief Economic Adviser, Ministry of Finance, Government of India graced the occasion as the Chief Guest and delivered the Convocation Address.

Indian Bank, Bank of Baroda, Union Bank of India, Canara Bank and Bank of Maharashtra sponsored a Gold Medal each to the five top performers in the 2011-13 batch of PGPBF.

Banks, Financial Institutions and Corporates who have come for campus recruitment from time to time are Allahabad Bank, Andhra Bank, Bank of Baroda, Bank of India, Central Bank of India, Corporation Bank, Dena Bank, EXIM Bank, Indian Bank, Oriental Bank of Commerce, PNB Gilts Ltd., Punjab National Bank, Syndicate Bank, Union Bank of India, UCO Bank, United Bank of India, HDFC Bank Ltd., YES Bank Ltd. JP Morgan Chase, National Commercial Bank, Jeddah, Datamatics Ltd., Development Credit Bank, Credit Information Bureau of India Ltd., Dun & Brad Street, etc.

Training – Executive Development Programme (EDP)

The training calendar of the Institute for the academic year 2012-13 was drawn keeping in mind the immediate requirements of banks for specialized knowledge in various functional areas, the need to build capabilities for the future and groom new leaders. Dedicated programmes in various functional areas were designed to assist the banks to maintain their competitive edge.

A Brief Statement of Training Programmes during 2011-12 and 2012-13

<i>Sr. No.</i>	<i>Particulars</i>	<i>April-March 2011-2012</i>	<i>April-March 2012-2013</i>
1.	No. of Institutional Programmes	115	113
2.	No. of Sponsored/Incompany Programmes	41	43
	Total	156	156
3.	No. of Participants	3408	3529
	(a) Institutional Programmes (Indian)	2054	1988
	(b) Institutional Programmes (Foreign)	321	323
	(c) Sponsored/Incompany Programmes	1033	1218
4.	Income in Rs. (Lakhs)	1414.61	1093.90

The Institute conducted a Programme on Leadership for Excellence in Banking and Finance in Collaboration with Frankfurt School of Finance and Management, Frankfurt, Germany, November 27 to December 7, 2012. In all 18 top and senior executives from 13 banks and financial institutions attended the programme.

The Joint India-IMF International Training Programme series which was launched at the Institute on July 24, 2006 held nine programmes in the year 2012. This collaborative association has significantly increased the visibility of the Institute both in the national and international arena of banking and finance.

National Conference

A National Conference on "Bank of the Future" was organized and hosted at NIBM on February 22 and 23, 2013. The Conference divided into four tracks covered topics like Innovation Led Growth, Customer at the Centre, Performance Work Culture and Technology at the Core. Dr Janmejaya Sinha, Chairman, Asia-Pacific, The Boston Consulting Group inaugurated the Conference and delivered the Keynote Address. In his inaugural address he touched upon the likely economic and technological environment in which banks will have to operate and the challenges arising from increasing inequality in income between top 5 and bottom 5 nations, however was optimistic about

future of banking in Asia Pacific region as income and consumption levels in this region would grow. He also dwelt upon the increasing complexity of banking business and the costs involved in regulatory compliance. In this context, he pointed out that India is one country where a healthy separation exists between the regulator and the regulated, in contrast with certain other more developed countries.

Academicians, practitioners and technocrats from various fields presented their views and thinking on Future of Banking. Mr G Mahalingam, CGM from Reserve Bank of India, Mr. Pulak Sinha, GM, State Bank of India, Dr. Rajeev Arora, Joint Director General of Foreign Trade, Government of India and Dr Smita Roy Trivedi, NIBM Faculty covered the first track on Innovation Led Growth. The second track on Customer at the Centre had Ms. Rama Bijapurkar, Consultant, Mr. Saurabh Tripathi from Boston Consulting Group, Mr. Ramesh Ramanathan of Janalakshmi Financial Services, Mr. D G Kale from Reserve Bank of India, and Mr. M V Nair, Chairman, CIBIL. Track three on Performance Work Culture had eminent speakers like Mr D Kurane, Group President (Human Capital Management), Yes Bank, Mr M Narendra, Chairman & Managing Director, Indian Overseas Bank, Mr Anupam Sirbhaiya from Centre of Creative Leadership and Mr Allen C A Pereira, Director of NIBM. Mr C V R Ranjendran, ED, Bank of Maharashtra, Shri Krishnan from TCS, and Dr Balaji and Mr Saha from SAS R&D dwelt on Technology at the Core in the fourth track of the Conference.

The valedictory address was given by Mr Shyam Srinivasan, Managing Director & CEO, The Federal Bank Ltd. He focused on how and what should be the banker of the future. His contention was that we all know that the future is uncertain but the challenge is to prepare for future.

The Conference received substantial support from Central Bank of India as the Principal Sponsor and Union Bank of India, Syndicate Bank and Indian Overseas Bank as cosponsors.

The Conference had delegates from Reserve Bank of India, SIDBI, Public Sector Banks, Cooperative Banks, Research Scholars from Universities besides University of Pune and Indian Institute of Banking & Finance.

Research and Consultancy

In keeping with the recommendations made by the Committee chaired by Shri S S Tarapore in 1998 as also the recommendations of the NIBM Review Committee chaired by Shri K V Kamath in December 2009, Research and Consulting activity constitute an integral part of the responsibilities of Faculty at NIBM. There is a constant endeavour to identify and conduct research on issues of relevance and importance to banks, and for utilizing the new knowledge and insights gathered through research and consulting, to enhance the contents of training programmes and workshops of the Institute.

During the year the faculty undertook 47 research projects (some are spilled-over from previous year) of which 14 are completed and the rest are in progress. During the year under review the Institute also completed six Consultancy Projects covering areas as diverse as competency assessment, validation of ICAAP, manpower planning, and transitioning HR functions, and five consultancy projects are in progress. Four Sponsored Research Projects are completed and two are in progress.

A "Compendium of Published Papers and Conference Presentations" of NIBM Faculty Members was released for circulation by Dr D Subbarao, Governor, Reserve Bank of India and Chairman, NIBM Governing Board, along with Dr Raghuram G Rajan, Chief Economic Adviser, Ministry of Finance, Government of India, on the occasion of Ninth Convocation of the PGPBF, on March 5, 2013. The volume contained 11 research papers published in various refereed and non-refereed journals and 4 conference presentations.

Research Projects and Sponsored Research Projects: April 2012 – March 2013

A. Research Projects Completed

I. Finance

1. *Integrated Stress Testing: Impact on Liquidity and Solvency* – Prof Sanjay Basu

The global financial crisis has reminded us that effective stress tests should not only be probabilistic, but also consider risk interdependence. In this study, we combine two hypothetical shocks, of varying degrees, with more than fifteen years of fortnightly data on deposits, borrowings and assets for the Indian banking sector. Our objective is to estimate the impact of stressed outflows on liquidity and solvency positions. We find that large shocks worsen existing short-term liquidity deficits. Moreover, the associated fall in book value of assets is more than the aggregate Common Equity Tier 1 Capital. The study has been brought out as a Working Paper.

2. *Analysis of Changing Credit Risk Profiles of Indian Banks* – Prof Tasneem Chherawala

3. *Risk Assessment Formats for Risk Based Internal Audit (RBIA) of Controlling Offices* – Dr Vijay K Khanna

RBIA has been introduced by all banks in India and reasonable progress has been made in its implementation. All banks have undertaken RBIA of branches. To enable the banks to collate the risks of their business at the Controlling Office level will enable them to manage and mitigate the risks better. Since all banks are expected to assess the capital requirements linked to the level of risks, assessing the risk profile of Controlling Offices (and thereby the capital requirements) will be a natural progression and of immense help in managing the risks within acceptable levels.

The formats for risk assessment of Controlling Offices incorporating the risk profile of all branches and activities under its jurisdiction will be of substantial assistance to banks.

4. *Development of a Fraud Sensitive Index* – Dr Vijay K Khanna

Frauds in banking business have been showing an increasing trend in the past few years with the amounts involved rising manifold. With the revolutionary changes taking place in the manner in which banking business is being transacted, especially with the use of technology, the risks of frauds have further increased.

With a view to make use of the information available from various audit reports being generated by banks internally/externally we have developed a Fraud Sensitive Index.

The parameters for assessing whether an activity is fraud prone or not have been selected from various reports/findings of committee on frauds in Indian banks.

This score based Index indicates whether the risk levels of a fraud occurring in a particular branch/activity is High/Medium/Low.

5. *Corporate Bond Market in India: Scope and Future Challenges*

– Dr Kedar nath Mukherjee

The capital market of an economy is considered to be well developed, only when a parallel development is ensured both in the equity and the debt segment. There is no doubt that the equity market in India is quite well developed and plays a crucial role in the growth of Indian economy. At the same time, Government debt market in India has also experienced a tremendous growth in the last decade. But unlike Government bonds, the corporate debt segment in India is still in the nascent stage and requires a lot of initiatives to bring it to the global standard. Bonds of different tenors issued by Central or State Governments and other PSUs capture more than 80 per cent of the total debt market volume in India. Therefore, it has become very important to have a well run and liquid corporate bond market that can play a critical role in supporting economic development in India, both at the macroeconomic and microeconomic levels. Massive future growth in infrastructure is required to achieve the higher GDP growth, and it can only be ensured through availability of long-term financing and also at a reasonable cost. Due to several issues, applicable to several market players, bank financing is not the right choice to meet all the financing needs to facilitate such growth. A well developed corporate bond market can be the optimal alternative, not only to support the financing requirement for infrastructural development, but also to relieve banks from all the problems of long-term financing, and spreading out the huge financing risk to a wider investor base to strengthen India's bank-based financial system, to allow corporate borrowers to tap the low cost market, to enable investors including FIIs to earn fixed but higher returns, and above all to ensure overall growth of the economy.

The present study analyzes the existing structure of Indian corporate bond market *vis-à-vis* the other developed markets, and attempt to explain the movements and changes taken place in Indian debt market during the last decade, may be as a result of several regulatory initiatives. The importance of a well developed corporate bond market for various groups of Indian financial sector, followed by the important factor contributing to the inferior growth of such market, supported by several facts and figures, are discussed in the study. It has been finally observed that, even if some changes have taken place to strengthen Indian corporate debt market, the market has a significant scope to contribute to the overall growth of Indian economy, but obviously subject to some very important and stringent initiatives from the Government and the concerned regulatory bodies. The research is completed, and will be brought out as a working paper followed by a research article.

II. Money, International Banking and Finance

1. *The Role of Bank Rate in India's Monetary Policy Framework*

– Dr Jiji T Mathew

2. *Integration of Indian Banking Sector in the Era of Universal Banking*

– Dr Gargi Sanati

The model of universal banking practice has been widely blamed after the recent US financial crisis as it allowed commercial banks to perform all the activities of investment banking. On one side, it enhanced interconnectivity among important financial institutions and on the other side, it increased the exposure to systemic risk. Despite the vast difference in the universal banking model practised in the US and in India, it may be noted that this banking model helps in enhancing the linkage

between bank finance and market finance. We find that in the recent period, the non-SLR investment portfolio of SCBs consists more of products issued by MFs and FIIs. Our study concludes that adopting universal banking model is more or less successful in addressing the problem of huge Non-Performing Assets by restructuring the loan portfolios. It also, reveals banks' increasing trend for earning non-interest income. The growth in banks' lending to the sensitive sector, especially the capital market and the real estate sector, is consistently high with a few extreme peaks. Interestingly, we find a shift in the preference of lending from the commodity market to the capital and real estate markets, motivated by an expectation of high return. This may lead to high systemic risk for the banking industry, which was largely notable in the decline in lending by banks after the US crisis. Among the 12 most liquid banks of India, SBI and ICICI are more prone to the systemic risk associated with the banking industry while the idiosyncratic risk is more for other large public sector banks like BOB, BOI and PNB. SBI and ICICI are also exposed to greater systemic risk measured by the S&P Bank Nifty compared to other public and private sector banks. Though the index of banking sector is well performing, the effect of the recent US crisis is evident in the sudden decline in BANKEX.

3. *Introduction of UCP 600 and Trade Financing Mechanisms Used by Exporters in Maharashtra*

– Dr Smita Roy Trivedi

The letter of credit (L/C) as an international trade financing mechanism is assuming an important position in the recent scenario. For bankers, L/C transactions remain one of the key sources of fee-based income and an important tool in helping corporate clients in overseas trade. For both exporters and importers, the inherent risks of expansion into new markets can be addressed to an extent by using L/C facilities. In the aftermath of the global economic crises, 2007-2012, trade financing has seen a greater dependence on banking channels according to the International Chamber of Commerce (ICC) Trade Finance Report of 2011 and there has been an increase in risk aversion, both amongst banks and traders.

Again, the introduction of UCP 600 in 2007, and the consequent qualitative changes brought about in L/C transaction have influenced the way in which L/C transactions are carried out by bankers and traders. In this context the study tries to ascertain if there has been a change in trade financing facilities used by exporters in the pre- and post-UCP 600 period. It also tries to examine if qualitative improvements in trade financing facilities have been brought about by UCP 600 and develops a case on the impact of UCP 600 regulations on trade transactions for a single export unit.

III. Strategic Planning, Marketing and Control

1. *Retail Banking Business Models: Study of Supercircle of Excellence for State Bank of India* – Dr Dhananjay Bapat

The study was undertaken on Supercircle of Excellence adopted by State Bank of India. A Draft Report on the study was submitted to the bank in March 2012 and comments are awaited from the bank. The Supercircle of Excellence is the unique initiative adopted by State Bank of India with a key objective to deliver growth, improve efficiency and ensure high quality of customer service. It also involved the support of enablers in the form of better infrastructure as well as personnel. The study covered global outlook in retail banking, the changing retail banking environment and its implications to India, key highlights and organization set up at Supercircle of Excellence. The study was based on indepth interviews of around 20 senior officials of State Bank of India and comprehensive customer survey was undertaken in the city of Mumbai and Pune by contacting 297 customers at 12

branches. The study highlights the utilization of alternate channels, cross selling of products, relationship with other banks, and customer loyalty. Recommendations were offered in the area of transformation of retail banking model, leveraging the differentiators, building loyalty through customer experience, organizational design and change management.

2. *Analysis of Customer Information for Business Development in Banks: A Study* – Dr Sarita Bhatnagar & Dr V S Kaveri

In the era of big data, proliferating customer touch-points and centralized customer data repositories, a huge amount of customer information is available to banks. A systematic collection, distribution and utilization of this customer information will serve as a competitive advantage. Banks have installed mechanisms to realize this, but there are issues and concerns which need to be examined. The study focused at exploring availability, form and access of customer information in banks in India, the optimum use of this information for business development and the present status and impediments to its effective utilization. It was an exploratory research carried out in a public sector bank. Primary data was collected from select branches, call center, IT, MIS office and HO, of a public sector bank, followed by group discussions with the concerned officers and also by administering a structured questionnaire to branch managers and executives of select branches. The study identified gaps in adequacy, access and usage of customer information for business development in the bank, it also identified structural problems causing minimal use of a very potential tool for business growth of the bank. Strategies were suggested to benefit from the investment made in the state of the art technology by banks for business development and customer satisfaction. The study highlighted significance of awareness to be created among staff members to utilize information not only for business development and to make the bank more customer friendly, but also suggesting future course of action to make MIS more simple for its effective use.

B. Research Projects in Progress

I. Finance

1. *Operational Risk Capital Computation of Scheduled Commercial Banks in India* – Dr Richa Verma Bajaj

The objective of this study is to estimate the operational risk capital charge (ORCC) under Basic Indicator Approach (BIA) and The Standardized Approach (TSA) for all Scheduled Commercial Banks (SCBs) operating in India during the study period. The other objectives of the study are: (i) to examine the impact of ORCC on the Bank's Capital Adequacy Ratio and Tier I Capital, and (ii) to study the relationship between banks' business, income and operational risk capital charge.

Under BIA and TSA, Gross Income is an exposure indicator. The data from 2003-04 to 2011-12 for the same have been collected from RBI website, Indian Banks Association's Performance Highlights and annual reports of the banks. The idea behind considering the nine years period for analysis is to provide some historical perspective on the bank's operational risk capital charges. The study is expected to be completed by July 2013.

2. Facility-wise LGD and EAD Survey in the Loan Book of Public Sector Banks in India in the Post-SARFAESI Era – Dr Arindam Bandyopadhyay

LGD and EAD estimates are critical inputs to the Basel II IRB formula for computing credit risk capital charge and also to credit portfolio models. The LGD model can more importantly be used to identify and optimize the recovery strategy of the bank. As the banking sector in India is gradually moving towards advanced measures of credit risk, NIBM, as a role of a facilitator to this goal, is conducting second round survey on EAD and LGD based on historical NPA data history of banks in India. In this survey, we adopt robust methods used by international best practices banks and which are delivered by the regulatory framework and will describe those methods to banks and motivate them how internal methods for EAD and LGD estimation should be designed to graduate towards advanced Basel II IRB approach and also to internally manage credit risk.

Benefits of the Study: Banks will be able to know system level (industrywise, facilitywise, collateralwise, ratingwise, constitutionwise, etc.) detailed information about EAD and LGD, its distribution and determinants of recovery, etc. Both the EAD and LGD numbers would help them to internally obtain and compare Basel II AIRB numbers but also to validate both Basel II FIRB numbers as prescribed by RBI.

Current Status: At the moment we have almost received 2000 facility data for last twelve years from ten SCBs in India from 1998-2011. The first draft of the report based on 2007 data has been submitted and findings are shared with the respective banks.

To enable more banks to participate in our study, the study period has further been extended to August 2012. The second round of the survey is still going on. Director has sent his invitation letter to major scheduled commercial banks in India and a follow-up letter has also been mailed by the coordinator. Two major large public sector banks and one small private sector bank have shared their more structured details of NPA recoveries following our prescribed format. One major large public sector bank and a mid-sized public sector bank have recently confirmed their participation in the study.

We are also planning to organize a conference on LGD and EAD estimation results without mentioning the name and accounts of any bank. The study is expected to be completed shortly.

3. Impact of Macro-Economic Policies on Corporate Performance in India: Studying the Business Cycle Effects – Dr Arindam Bandyopadhyay

The major aim of this study is to see whether the environment under which the firms' functions are more important than the firms true inherent characteristics. In doing so, we will be able to answer the crucial empirical question that the financial regulator (RBI) may be looking for. The question is whether there is any efficiency gain among Indian corporates and improvement in their balance sheet quality in the post-reform era? If it is so, then is it due to their true efficiency gain as a result of increased competition or due to better macro-economic environment? The proposed study will examine whether the corporate sector growth in the post-reform era is "efficiency driven" or due to better economic cycle? What is their behaviour during the economic downturn? Besides macro policy effects, the change in the source of corporate funding (or capital structure), ownership pattern may also contribute in determining the efficiency of the firms. Using a balanced panel data of 1,594 firms over 14 years (1998-2011), we have estimated the real market efficiency of firms and establish its linkage with capital structure, cost structure, corporate strategies along with various macro policy variables. The study of interaction between various macro policies and firm efficiency has been captured in terms of cost efficiency, profitability, sales or export performance. In studying the

determinants of firm capital structure, we also examine the relationship between corporate financing structure and monetary policy in India. This sort of analysis will be helpful for the policy makers to design appropriate additional policies.

Current Status: The first draft of the report has been submitted. The work is still on to prepare the final report as we are including recent periods and changes in the macro-economic environment. The research report is expected to be ready shortly.

4. *Measurement of Economic Capital in Banks – A RAROC Study of Indian Banks* – Dr Arindam Bandyopadhyay

Capital is the cushion that protects the liability holders of a bank (depositors, creditors and shareholders). Capital is required as a cushion for a bank's overall risk of Unexpected Loss. And adequate pricing and reserves should provide sufficient earnings to absorb Expected Loss. "Economic Capital" also called the "Risk Capital" or "Value-at-Risk" (the maximum loss given a certain confidence level) has developed as the standard approach at best practice institutions in the financial industry. Economic Capital (EC) is purely notional and does not involve flow of funds or a charge against P&L. Economic capital fluctuates from time to time with risks assumed and this measure is completely bank specific. Many supervisors 'expect' an EC approach to the ICAAP. Finally, the study demonstrates how risk adjusted return on capital (RAROC) can be used to evaluate region and branch level performance and can be used as a common yardstick for systematic bank-wide allocation of risk capital to manage concentration risk.

Current Status: This project is in continuation of an earlier project on "Measurement and Management of Concentration Risk in Bank's Credit Portfolio". Now we have data of three large PSBs and three mid-sized PSBs. Using the region-wide, industry-wide and rating-wide portfolio data of these 6 banks we will assess their economic capital and risk adjusted return on economic capital (RAROC).

Recently two more mid-sized banks have been included into the study and their portfolio was analyzed to establish a robust method for assessing portfolio risk and their performance on a risk adjusted basis. The full study is expected to be completed shortly.

5. *Financing of Services Sector by Banks* – Dr Elizabeth James

Service sector accounts for nearly 60 per cent of GDP of the country. As per 12th Five Year Plan Approach Paper, there is enough potential for the service sector to grow and, accordingly, banks are likely to witness substantial demand for credit and other related support services. Encouraged from this impressive growth of the sector, the Reserve Bank of India and the Government of India have taken many initiatives to ensure adequate, timely and hassle free flow of credit to the sector. While the services sector is set to prosper in the coming years, risk associated with bank lending to this business segment is high.

This study focusses on the following segments under services sector, *viz.* education, hotels and restaurants, health, construction and transport. It studies the general lending practices to these segments, risk factors in financing these segments, opportunities and challenges, assessing credit requirements, type of credit facilities/products available by developing cases in the above mentioned segments under service sector. This study is expected to be completed by June end 2013.

6. *Corporate Finance in India: An Overview* – Dr Elizabeth James

Corporate Finance is the study of decisions made by the firms relating to resource allocation (investment decision), those covering the financing of these investments (the capital structure

decision) and those determining how much cash gets reinvested and taken out of the business (dividend decision). This paper examines the regulatory aspects, developments, trends and challenges in taking the above mentioned three decisions.

7. *Project on Valuation and Accounting Treatment in Respect of Investment Portfolio and Investment Banking Products under IFRS – Dr S V Kuvalekar*

Bank's treasury looks after management of investment portfolio and uses derivative products to manage risk as well as generate non-interest income. In view of the changes in accounting standards/policies under International Financial Reporting Standards, the objective of the study is to analyze the impact of such changes on management of investment portfolio and use of derivatives and thus on treasury operations. This will help to find out the gaps between existing reporting and proposed accounting standards. This will also facilitate to understand its impact on overall treasury functions and accounting disclosure. The study is expected to be completed shortly.

8. *A Study on FTP Policies in Banks – Dr S V Kuvalekar*

The treasury of a bank is involved in the management of liquidity and interest rate risk. In order to facilitate this, the treasury has to introduce effective funds transfer pricing policy. The objectives of the study are as follows:

- (i) To analyze various methods of funds transfer pricing mechanism.
- (ii) To critically examine the methods followed by few selected banks.
- (iii) To identify the most suitable methods of funds transfer pricing policy which can be adopted by the banks.

For this study, one each bank will be selected from public sector, private sector and foreign bank groups.

Collection of policy documents and data from few selected banks has been completed. Interactions with top executives of Bank of Baroda, Bank of India, Bank of Maharashtra and a few other banks are in progress. The study is expected to be completed shortly.

9. *Current Status of Primary Dealers Business in India – Dr S V Kuvalekar*

There are 21 primary dealers in India. They act as wholesale traders in the Government securities market. The present study reviews the role and working of primary dealers in India. The study also focuses on whether or not the banks should be allowed to undertake primary dealership business as a part of their treasury operations. The study is based on secondary data source. This study will help suggest changes in the existing policy framework of RBI for primary dealers business.

10. *Effectiveness of Central SME Loan Processing Centres of Commercial Banks: A Comparative Study – Dr M Manickaraj & Dr V S Kaveri*

Given the potential for lending money to MSMEs on one hand and challenges and risks on the other, many banks have initiated several measures to scale up credit to MSMEs. Central Loan Processing Centres (CPC) have been established by different banks as a major strategic initiative in this direction. However, different banks in the country have adopted different models and structures for the CPCs and with different set of goals. The objectives of the present study are to:

- (i) Examining the CPC models of different banks.
- (ii) Analysing the success of the CPCs in attaining their goals.
- (iii) Comparison of the models of different banks.
- (iv) Suggesting measures for improving the functioning of CPCs.

The findings of the study will help understand the strengths and weaknesses of the models followed by different banks and in turn will help suggesting measures for improving the functioning of the CPCs. The study is expected to be completed shortly.

11. *Demystifying Credit Spread on Corporate Bonds in India*

– Dr Kedar nath Mukherjee

II. Human Resource Management

1. *Innovation of Audit in the Public Sector Banks* – Dr Deepa Mazumdar

The objective of this study is to find out the extent of innovation practiced in the Indian PSBs. The study focuses on the audit of innovation capability, the barriers to creative thoughts and innovative actions and finally a review of the strategic action practice in the organization.

2. *Mindfulness: A Study of Two Generations* – Dr Deepa Mazumdar

The objective of this study is to determine the degree of mindfulness experienced by two generations with around thirty years gap between them. One aged between 50 to 60 years, this group comprises of individuals who have been in their career for around three decades; and the second aged between 20 to 30 years, a group that has just started or in the process of getting initiated in their career. The research study is expected to be completed by June 2013.

3. *HR Blueprint for Indian Public Sector Banks* – Dr Deepa Mazumdar

The paper raises the issues of the current status of HR in the PSBs and suggests a roadmap for HR with specific focus on training and development, performance appraisal, incentives and HRIS to enhance the effectiveness of the HR system so that it can efficiently make a transition to fill the emerging vacuum created by a mass retirement with the collaboration of the young recruits.

4. *Understanding Gen-Y: An Employee, Customer Perspective*

– Dr Asha Naik & Dr Dhananjay Bapat

The study attempts to understand the Generation-Next; the youngest adult generation in today's organizations coexisting with other key groups. Understanding Generation-Next, from a customer and an employee perspective, is to separate the myths from the real behaviours and understand the needs of this generation. The study also seeks to understand how different generations view each other and explore what impact that has for work in a mixed generation environment.

III. Money, International Banking and Finance

- 1. *Operating Procedures of Monetary Policy: Issues in Liquidity Management in India***
– Dr Jiji T Mathew

This study, which is in progress, tries to discuss, compare and assess the varied operating procedures and approaches to liquidity management in countries, including India, US, Euro Zone, UK, etc. The study looks at the relative role and importance of different instruments of liquidity management in aligning the overnight money market rates with the policy rates. Finally, the study tries to offer important policy lessons which will help to address the issues in liquidity management by RBI. This study is expected to be completed shortly.

- 2. *An Analysis of India's Macro-Economic Performance in the Last Decade***
– Dr Jiji T Mathew

IV. Rural Finance and Development

- 1. *Training Need Assessment of Personnel in Rural and Semi-Urban Branches***
– Dr Anjali Kulkarni, Dr P Usha & Dr Sarita Bhatnagar

The government policy initiatives and RBI's focus on rural financial inclusion, rising number of bank branches in rural and semi-urban areas indicate immense business opportunities for banks. At the same time such branches have to function with regional, infrastructural and socio-cultural constraints. The project aims to assess and provide training inputs to enable managers working in such branches handle the challenges effectively. Primary data collection includes observation, interaction and questionnaire administration to branch officials in selected rural and semi-urban branches.

- 2. *Study of Business Correspondent Model of Bank of India in Maharashtra State***
– Dr Anjali Kulkarni & Dr Naveen Kumar K

The study focuses on financial inclusion through Business Correspondent Model, transactions under no-frill and frill accounts and overall implementation of the model.

- 3. *Study of Income Generation through RSETs*** – Dr Anjali Kulkarni

- 4. *Non-Performing Assets in Self-Help Groups: A Study in Uttar Pradesh***
– Dr Naveen Kumar K

The policy makers and bankers have identified the SHG banking as one of the effective tools for financial inclusion and it can be appreciated from the aggressive growth and development of SHGs in the country through the participation of various formal and informal institutions. The recovery was considered to be very high in SHG lending for long time across the banks and regions. However, during the last few years the NPAs in SHG financing are on the rise, sending an early signal for introduction of effective strategies in managing these NPAs. In this backdrop, there was a felt need to undertake a study to analyse reasons for high and increasing level of NPAs in SHG lending and suggest effective recovery approaches, besides recommending for preventive strategies to arrest slippage in loan asset quality.

This study utilizes a descriptive and analytical research methodology; wherein both quantitative and qualitative methods were used for collection and analysis of data. Various information related to above objectives was collected from banks (Commercial Banks, RRBs, DCCBs), Self-Help Group Promotion Institutions (SHPIs), Branch Managers, SHGs and SHG members.

The study adopted a multi-stage random sampling method for the selection of districts, branches and SHGs. The study was undertaken in four regions of UP, *viz.*, Bundelkhand, Central, Western and Eastern regions. From each region one lead district of a bank was selected. In the selected district two commercial bank branches along with a RRB and DCCB branches were studied. From every sample district around 30 SHGs and from each SHG 4-5 members were also studied. In total 120 SHGs and around 500 members were interviewed with structured questionnaires. The research study is expected to be completed by August 2013.

5. *The Investment by the Commercial Banks in Training of Rural Communities and its Impact – Dr Naveen Kumar K & Dr Anjali Kulkarni*

Over the period of time, face to face training found to be costly: low outreach (coverage of target group), high transaction cost for trainee, lack of post-training hand-holding, etc, were the major limitations. As a result, many international bodies (UNESCO, COL), universities and training institutes felt that Open and Distance Learning (ODL) is an alternative mode of training to reach large number of people (higher outreach) with lower level of transaction cost for both trainer and trainee. The ODL refers to approaches to learning that focus on freeing learners from constraints of time and place while offering flexible learning opportunities.

The COMMONWEALTH OF LEARNING, CANADA (COL) believes that ODL, with the help of modern Information and Communication Technologies (ICTs), can strengthen the strategies for reaching the Millennium Development Goals (MDGs). COL operates on the principle that a large scale expansion of learning is a prerequisite for addressing the issues of MDGs. There are simply not enough trainers to address the needs of the rural communities who are mainly engaged in primary sector for livelihood. In this background, COL believes that using modern technology is the way to expand learning in a more effective manner with lesser cost for both trainer and trainee.

In this context, COL has been facilitating the implementation of the Lifelong Learning Farmers (L3F) initiative through ODL approach, by which an attempt is being made to reach a large number of small farmers and marginalized sections of rural communities in South Asia, Africa the small Islands of Caribbean and the Pacific. With the modern ICT advancement, the ODL approach is very helpful in building the capacity among rural communities like, farmers, landless labourer women borrowers and extension officials who could help them in developing value-added farming, encourage more sustainable use of natural resources, strengthen their ability to face globalization, and ensure food and livelihood security. L3F is visualized as a community based approach with emphasis on participatory development. However, COL does not perceive L3F as a mere project of short-run vision/objective. It visualizes its role as a facilitator of a fresh concept for self-sustaining, self-replicating programmes in Commonwealth countries for poverty reduction and economic development.

In the above background, COL has asked the NIBM to study the outcome of COL's L3F approach towards improvement in the bank branch business (or control of non-performing assets) and understanding the private and social returns/benefits of the project. The study is exploratory in nature along with a descriptive methodology. Both quantitative and qualitative data was collected for the study. The structured questionnaire was used to collect the information from banks, training participants, and others. These will be used mainly for information relating to investment by the

banks on rural community training programmes, outreach of the training programme, post-training expansion of bank branch business, direct and opportunity cost for the participants, application of training input in the respective activity, change in the economics of the activity, loan taken after the training, health of the loan, etc. Further, the qualitative information like utility of the training programme for the participants, perception of the training programme in improving the socio-economic conditions of the participants, perception of the bank branch managers on the bank business development, etc. was also collected and analyzed. The project site selected for the study is in the Theni district, in the State of Tamil Nadu, India. Total 320 borrowers having dairy and goat rearing activity (160 L3F and 160 non-L3F borrowers) are selected for the study. The study is expected to be completed by August 2013.

V. Strategic Planning, Marketing and Control

1. *Urban Financial Inclusion – Dr Anjali Kulkarni & Dr Dhananjay Bapat*
2. *Financial Inclusion – Dr Asha Naik & Dr Dhananjay Bapat*
3. *A Pilot Study of Service Quality in Banking – Dr Sarita Bhatnagar*

In marketing of banking services, service quality dimension is of utmost importance. A better management of service quality can enable differentiation as well as higher customer satisfaction. The objective of the project is to develop a framework of service quality management and customer understanding and perception of service quality. It is an exploratory study of identifying the various parameters which are components of service quality. Also intended is a probe into the issues and impediments of service quality in banks by understanding the view point of bank personnel. The study is expected to be completed shortly.

4. *Assessment of Service Quality Management in Public Sector Banks with Special Reference to SME Segment – Dr Sarita Bhatnagar*

Service quality has diverse perspective in response to particular need of SME segment. Banks have attempted to address the issue of better customer service with centralization of loan processing to SME segment. This exploratory study focuses on understanding the impact of this model on customer service to SME clients. Parameters and dimensions contributing to customer satisfaction were identified and primary data collection has been completed. In-depth interview with bank officials, and sample SME customers were carried out in addition to administration of structured questionnaire. Customers' perceptions, expectations and problems faced by them have been documented. One important finding is that customers in this segment expect relationship oriented services as well as financial counselling and advice from the banks. Issues of lack of coordination between loan processing hubs and common service complaints have also come to surface. First draft of research findings have been prepared.

5. *Optimal Design for Retail Loan Processing System in Banks*
– Prof Anjan Roy
6. *Industrial Change and Sector Shifts in Bank's Credit Portfolio*
– Prof Anjan Roy
7. *Employment Challenges for Banking Industry in India*
– Prof Anjan Roy

C. Sponsored Research Projects Completed

1. Management of Financial Inclusion: A Value Creation Approach – Indian Overseas Bank – Dr Asha Naik

Due to the consistent efforts of the Reserve Bank of India; Financial Inclusion has been a focus of attention in recent times. However, the skepticism inside some financial institutions and several bank officials persists, that offering banking services to the poor is not viable and a profitable activity. The maximization and creation of value of financial inclusion efforts is a critical challenge before the banking industry.

The study of the management of Financial Inclusion in a bank offers a comprehensive understanding of the processes that can be applied to achieve the elusive goal of value creation.

2. Preparation of Road Map for Success – Bank of Maharashtra – Dr Asha Naik

To achieve alignment between people and profits, organizations will have to continue focusing on the work culture, where employees play a key role for the organization's sustained success. Implementation of growth strategies comes only from employees. It comes from their beliefs, their competencies, and their motivation to achieve excellence for the banks they work for. Organizations with high performance work cultures have the ability to convert their people into essential productive assets. This enables them in producing consistent high growth results.

A recently conducted survey "Work Culture for Performance" for Bank of Maharashtra, where the focus was on the key drivers for employee engagement and performance helped in the identification of gaps and the strengths. Using the findings of the study a roadmap has been designed to strengthen the HR practices and policies to make them contemporary. This will help in the creation of a strong work culture for sustained performance.

3. Competency Compendium for Banking Industry – Dr Asha Naik

4. Improving Operational Efficiency for IOB – Dr Asha Naik

D. Sponsored Research Projects in Progress

1. Implementation of the Proposed Credit Guarantee Scheme for Education Loan by DICGC – Dr V S Kaveri, Dr Arindam Bandyopadhyay, Dr M Manickaraj & Dr Elizabeth James

The Government of India made an announcement in its Budget 2012-13 to set up a Credit Guarantee Fund for Education Loans. The Fund will be operated by the Deposit Insurance and Credit Guarantee Corporation (DICGC). The DICGC entrusted the task of designing the guarantee scheme and estimating the fund requirement and the guarantee fee to NIBM. A sample of ten banks were selected for collecting the necessary data. relating to lending practices, perception of the banks towards education loans and the nature and level of risk in education loans. Steps followed in the estimation of credit risk, guarantee fund and guarantee fee include: study the performance of the

aggregate education loan portfolio of the sample banks and understand the trends, estimate PD, LGD, EL, UL, EC and Credit VaR of the entire portfolio and linking average portfolio risk with systematic factors. Further, to study the various micro level factors such as loan amount, rate of interest, repayment period contributing to loan defaults and borrower characteristics a random sample of 5003 education loan accounts consisting of both performing as well as defaulted accounts and covering both loan for higher education in India and abroad and education loan for vocational education and training was considered for the purpose. The study estimates default risk, the requirement of guarantee fund, the guarantee fee, etc., besides developing the proposed credit guarantee scheme (education loans) 2013 and working out operational guidelines in the form of Agreement Form, Claim Form and Settlement Procedures. The study also offers several suggestions to make the proposed Guarantee Scheme effective and friendly to banks and DICGC.

2. *A Study on Alternate Channels and Payment for Union Bank of India*

– Dr Deepankar Roy & Dr Dhananjay Bapat

The study covers global development in alternate channels and payment products, payment systems in India, status of alternate channels and payment products in Union Bank of India, customer survey, and findings and suggestions. Union Bank of India was one of the first movers among public sector banks in adopting alternate service channels and payment products with a view to enhancing customer convenience and experience besides achieving operational efficiency. Benchmarking covered comparison of Union Bank of India with peer banks in various payment products. This study was undertaken to understand the strategy, organization structure, choice of alternate channels and payment products by the bank and appreciate their efficacy on the basis of results achieved. The study involved analysis of customer perception based on comprehensive customer survey. Strategic roadmap has been suggested in the areas of products, services, organization structure and overall payment strategy. The study will be helpful for devising overall payment strategy in the backdrop of its growing importance for its contribution in generating revenue and profitability for the bank.

Consultancy Projects: April 2012 – March 2013

Consultancy Projects Completed

A. Bank of Maharashtra

1. *Competency Assessment: BoM – Dr Asha Naik*
2. *Validation of Bank of Maharashtra Derivatives Policy Document – Prof Tasneem Chherawala, Prof Sanjay Basu & Dr G Nagaraju*

B. Indian Overseas Bank

3. *Transitioning the HR Functions: Creating People Advantage: IOB – Dr Asha Naik*
4. *Manpower Planning: IOB – Dr Asha Naik*
5. *Vision 20-20: IOB – Dr Asha Naik*

C. United Bank of India

6. *ICAAP Document Validation for United Bank of India – Dr P Usha & Prof Sanjay Basu*

A two-member team from NIBM, comprising Dr P Usha and Prof Sanjay Basu validated the ICAAP documents of the captioned banks in 2012-13. The team visited United Bank of India in December 2012. It conducted interviews with officials of the Risk Management Department, at various levels, on policies, processes and quantitative models underlying their ICAAP documents. In light of the discussions, data and models, the team submitted its report on Gap Analysis and Capital Adequacy under normal and stressed conditions, for all material risks, to each bank.

Consultancy Projects in Progress

A. Andhra Bank

1. *A Study of Customer Service in Branches of Andhra Bank – Prof Kalyan Swarup, Dr Shomi Srivastava & Dr Sarita Bhatnagar*

The study involves an independent assessment of customer perception in 60 branches at 10 centres of Andhra Bank, viz., Bangalore, Chennai, Guntur, Hyderabad-I, Hyderabad-II, Kolkata, Lucknow, Mumbai, New Delhi and Vijayawada following a 'dip-stick' approach. In all 2454 customers were interviewed in these branches, besides 92 feedback reports were obtained from the Field Investigators

about their perception of customer service in branches visited by them for interviewing the customers. The faculty incharge of the study from NIBM also visited several branches in these centres and had detailed discussions with the branch managers and some officers. In addition to his personal observations, observations of the field investigators and customers provided through open ended questions of the survey form, is a part of this report. A unique feature of this study is computing the customer satisfaction rating of 40 aspects of branch functioning on the basis of feedback obtained from the customers. A model developed by NIBM was used for this purpose. The study is expected to be completed in April 2013.

2. ICAAP Document Validation for Andhra Bank

– Dr P Usha & Prof Sanjay Basu

B. State Bank of Patiala

3. ICAAP Document Validation for State Bank of Patiala

– Dr P Usha & Prof Sanjay Basu

The project of Validation of ICAAP document of Andhra Bank and State Bank of Patiala have been undertaken by the two member team comprising of Dr P Usha and Prof Sanjay Basu. Reports on gap analysis along with suggestions for enhancement of the risk management processes in general and ICAAP in particular are expected from the banks in May 2013.

C. UCO Bank

4. Training Need Analysis for UCO Bank

– Dr Deepa Mazumdar, Dr Vijay K Khanna & Prof Tasneem Chherawala

The assignment involves finding out the effectiveness of the training system. Looking into the various features of training system, such as the infrastructure, quality of faculty, methodology, course module, etc. with a special focus on credit and use of technology is part of the assignment.

The project has made substantial progress and is nearing completion. The final report is being prepared.

D. National Housing Bank

5. Organization Study for National Housing Bank

– Prof Anjan Roy, Dr Asha Naik & Dr Arindam Bandyopadhyay

NHB was set up in 1988 as the apex institution to facilitate development of a sound, healthy and sustainable housing finance system in India. The bank has the mandate of providing refinance to Housing Finance Companies (HFCs), regulate their entry and exit from the market, supervise and provide guidelines on prudential norms and in certain cases participate in their equity. Its refinance client group now includes other Primary Lending Institutions (PLIs) such as Scheduled Commercial Banks (SCBs), Urban Cooperative Banks (UCBs), Regional Rural Banks (RRBs) and the cooperative sector. NHB also undertakes promotional activities to facilitate growth and strengthening of the housing finance industry in India. Its activities include creating tie-ups with national and international institutions for capacity building in the sector. It has schemes for guaranteeing the bonds of HFCs and organizes mortgage credit guarantees.

The management of NHB feels the need to review the bank's organization structure and redesign the same to enhance its effectiveness towards addressing the emerging challenges. The trends in housing and housing finance sector have led to a number of new challenges for NHB, such as thrust on low income housing, rural housing, informal sector housing, securitization of housing portfolios, managing the mortgage guarantee trust fund, promoting affordable construction technologies, training and capacity building, and research and development for the housing finance and housing sector.

Specifically, the terms of reference were to study and evaluate the current organization structure, the different departments, their roles and functions, strengths and weakness, etc., with the intent of restructuring including merger/demerger of different departments and determining the sanctioned strength in various cadres in each department. Modification of the existing recruitment and promotion policy has been envisaged keeping in view the required flexibility and agility in the bank. It also includes development of policies in line with the various recommendations of Khandelwal Committee such as the Training Policy and Staff Accountability Policy. The study is currently in its final stage of completion.

Programmes, Workshops and Conferences: April 2012 – March 2013

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
INTERNATIONAL PROGRAMMES					
001	International Programme in Bank Financial Management	22	Jun 25-Jul 07, 2012	Middle/Senior Management	Dr S V Kuvalekar & Dr K Ramesha
002	International Programme on ALM in Banks and Financial Institutions	31	Oct 15-27, 2012	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
003	International Programme on ALM in Banks and Financial Institutions	13	Feb 25-Mar 06, 2013	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
004	International Programme in Banking and Finance	21	Feb 25-Mar 23, 2013	Middle/Senior Management	Dr M Manickaraj & Dr Smita Roy Trivedi
TRAINERS' TRAINING PROGRAMMES					
005	Principals' Workshop	16	May 10-11, 2012	Principals	Dr Deepa Mazumdar & Prof Kalyan Swarup
FINANCE					
006	Programme on Basel III	20	Apr 24-28, 2012	Senior/Middle Management in Risk Mgt. and Planning	Prof T Chherawala & Prof Sanjay Basu
007	Programme on Understanding Basel II IRB Implementation in Banks : Key Requirements and Road Map	24	May 14-18, 2012	Executives in Risk Management Dept. of Banks who are directly involved in the implementation of Basel II IRB Framework in Banks	Dr A Bandyopadhyay
008	Programme on Managing Non-SLR Investments	12	May 30-Jun 03, 2012	"Managers/Executives Handling Treasury/ Investments/"Trading"	Dr K N Mukherjee & Dr S V Kuvalekar
009	Programme on Project Finance and Loan Syndication	35	Jun 04-08, 2012	Junior/Middle/Senior Management	Dr Vikas Srivastava & Prof T Chherawala
010	Programme on Modelling for Operational Risk Management	21	Jun 05-08, 2012	Middle/Senior Management in RMD	Dr Richa Verma Bajaj & Prof Sanjay Basu
011	Workshop on ICAAP under Basel II & Basel III	20	Jun 11-15, 2012	Middle/Senior/ Top Management in Risk Management Dept, Basel II Implementation & Planning Dept.	Dr A Bandyopadhyay & Dr P Usha
012	Programme in Credit Analysis	34	Jun 11-20, 2012	Credit Analysts/Credit Officers in Scale I, II & III	Dr M Manickaraj & Dr Richa Verma Bajaj
013	Programme on Internal Models Approach (IMA) to Market Risk Capital Charges	24	Jun 18-23, 2012	Middle/Senior Management in RMD	Prof Sanjay Basu
014	Programme on Risk Based Approach to Internal Audit in Banks	18	Jun 25-29, 2012	Senior/Middle Management	Dr V K Khanna
015	Programme on Lending to Large and Mid-Corporate	35	Jul 09-13, 2012	Middle/Senior Management	Dr Vikas Srivastava & Dr Richa Verma Bajaj
016	Intensive Programme on Fixed Income Analytics	21	Jul 16-20, 2012	Middle/Senior Executives	Dr K N Mukherjee
017	Credit Risk Management for Newly Reported Risk Managers	25	Jul 23-27, 2012	Newly Reported Credit Risk Managers	Dr P Usha

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
018	Programme on Lending Strategies to MSEs	18	Jul 23-27, 2012	Middle/Senior Management	Dr K Ramesha
019	Programme on Credit Default Swaps: Structure, Pricing and Applications	14	Jul 26-28, 2012	Senior Management in Treasury, Risk Mgt., and Credit	Prof T Chherawala
020	Advanced Programme on Credit Management	22	Jul 30-Aug 03, 2012	Middle/Senior Management	Dr Vikas Srivastava & Dr M Manickaraj
021	Intensive Programme in Integrated Treasury Management	29	Aug 10-19, 2012	Middle/Senior Executives	Dr S V Kuvalekar
022	Programme on Operational Risk Management for Newly Reported Risk Managers	23	Aug 22-24, 2012	Newly Reported Operational Risk Managers	Dr P Usha
023	Programme on Demystifying Statistical Techniques for Risk Management	20	Aug 27-Sep 01, 2012	Executives posted or who are likely to be posted in the Risk Management/ Economic Research/ Analytical Division	Dr A Bandyopadhyay
024	Programme in Strengthening Lending Decisions to MSMEs	29	Sep 03-07, 2012	Junior/Middle/Senior Management	Dr M Manickaraj
025	Programme on Risk Management Under Basel Regime	21	Sep 10-14, 2012	Middle and Senior Executives	Dr K N Mukherjee & Dr Richa Verma Bajaj
026	Programme in Financial Planning and Wealth Management : A Business Development Plan	14	Sep 13-15, 2012	Middle Management	Dr Elizabeth James & Dr Smita Roy Trivedi
027	Programme on Management of NPA : Effective Strategies for Recovery and Credit Monitoring	18	Sep 24-28, 2012	Branch Managers/ Executives in Recovery Dept. (Scale IV-V)	Dr V K Khanna
028	Workshop on Advanced Credit Risk Modelling and Portfolio Management	18	Sep 24-28, 2012	Credit Analysts, Officers of Credit Risk Management Department of Banks and FIs, Risk Management Professionals	Dr A Bandyopadhyay
029	Programme on Retail Lending Strategies	15	Oct 08-12, 2012	Middle/Senior Management	Dr K Ramesha
030	Programme in Credit Analysis	22	Oct 08-17, 2012	Credit Analysts/Credit Officers in Scale I & II	Dr Elizabeth James & Dr M Manickaraj
031	Programme on Risk Based Supervision and Risk Based Internal Audit in Banks	25	Oct 15-19, 2012	Senior/Middle Management	Dr V K Khanna
032	Programme in Risk Management for Corporate Branch Managers	13	Nov 19-21, 2012	Managers of Branches with Corporate Accounts	Dr P Usha
033	Advanced Programme in Integrated Treasury Management	18	Nov 21-25, 2012	Middle/Senior Executives	Dr S V Kuvalekar
034	Programme on Financing of International Trade	18	Nov 22-24, 2012		Dr Smita Roy Trivedi
035	Advanced Programme in Corporate Banking and Financial Services for Credit Analysis	19	Nov 27-Dec 01, 2012	Credit Analysts/ Credit Officers (Scale II-IV)	Dr S V Kuvalekar & Prof T Chherawala
036	Programme on Transition to IFRS : Issues and Challenges for Commercial Banks	26	Dec 03-07, 2012	Senior/Middle Management	Dr V K Khanna
037	Programme on Basel III	23	Dec 17-21, 2012	Senior/Middle Management in Risk Mgt. and Planning	Prof T Chherawala & Prof Sanjay Basu
038	Programme on Measurement and Management of Operational Risk Under Basel II	19	Dec 18-21, 2012	Middle/Senior Management	Dr Richa Verma Bajaj

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
039	Programme in Analysis of Macroeconomic and Financial Environment	9	Jan 03-05, 2013	Middle/Senior Management	Dr K Ramesha
040	Programme in Credit Analysis	26	Jan 03-12, 2013	Credit Analysts/ Credit Officers	Dr Richa Verma Bajaj & Dr Elizabeth James
041	Intensive Programme in Integrated Treasury Management	31	Jan 11-20, 2013	Middle/Senior Executives	Dr S V Kuvalekar
042	Programme on Financial Derivatives	11	Jan 14-18, 2013	Middle/Senior Executives	Dr K N Mukherjee & Prof T Chherawala
043	Workshop on Credit Risk Modelling Under Basel II IRB Approach	27	Jan 14-18, 2013	Credit Analysts, Executives in Credit Risk Management Department, Members of Basel II IRB Implementation Team of Banks and FIs & Risk Mgt Professionals	Dr A Bandyopadhyay
044	Programme in Strengthening Lending Decisions to MSMEs	17	Jan 21-25, 2013	Middle/Senior Management	Dr M Manickaraj
045	Programme on Financial Planning and Wealth Management Services for Retail Business Development	7	Jan 28-Feb 01, 2013	Middle Management	Dr Smita Roy Trivedi & Dr Elizabeth James
046	Programme on Management of Non-Performing Advances : Effective Strategies for Prevention, Restructuring and Recovery	24	Jan 28-Feb 01, 2013	Branch Managers/Executives in Recovery Dept. (Scale IV-V)	Dr V K Khanna
047	Programme on Project Finance and Loan Syndication	27	Feb 04-08, 2013	Junior/Middle/ Senior Management	Prof T Chherawala
048	Programme on Lending to Large and Mid-Corporate	38	Feb 04-08, 2013	Middle/Senior Management	Dr Richa Verma Bajaj
049	Programme on Fixed Income Portfolio Management with Bond Trading Game	20	Feb 11-15, 2013	Middle and Senior Executives	Dr K N Mukherjee
050	Programme on Transition to IFRS : Issues and Challenges for Commercial Banks	15	Feb 11-15, 2013	Senior/Middle Management	Dr V K Khanna
051	Programme for Branch Managers	9	Feb 18-21, 2013	Managers of Branches with Retail Accounts	Dr P Usha
052	Programme on Risk Management Under Basel Regime	28	Feb 25-Mar 01, 2013	Middle and Senior Executives	Dr Richa Verma Bajaj & Dr K N Mukherjee
053	Programme on Validation of Internal Capital Adequacy Assessment Process	30	Mar 18-22, 2013	Auditors	Dr P Usha
HUMAN RESOURCE MANAGEMENT					
054	Programme on Competency Assessment and Development	13	June 21-23, 2012	Middle/Senior Management	Dr Asha Naik
055	Programme on Leadership Development for Growth	12	July 05-07, 2012	Senior Management	Dr Asha Naik
056	Programme on Leadership for Branch Excellence	31	July 09-14, 2012	Senior/Middle Management	Dr Shomi Srivastava
057	Achieving Excellence – Workshop for Woman Managers	27	July 23-27, 2012	Middle/Senior Management	Dr Asha Naik
058	Programme on Enhancing Effectiveness of Zonal/Regional Offices of Banks and FIs	20	Jul 30-Aug 03, 2012	Zonal/Regional Heads of Banks and FIs	Dr Shomi Srivastava & Dr S V Kuvalekar
059	Programme in Executive Coaching and Mentoring	16	Sep 03-05, 2012	Senior Management	Dr Deepa Mazumdar

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
060	Programme in Emerging Challenges and Opportunities in HRM in Banks and FIs	12	Sep 03-08, 2012	Senior/Middle Management	Dr Shomi Srivastava
061	Leadership Development Programme	21	Nov 26 -30, 2012	Senior Management	Dr Shomi Srivastava
062	Programme on Leadership for Excellence in Banking and Finance in Collaboration with Frankfurt School of Finance and Management, Frankfurt, Germany	18	Nov 27-30, 2012 (India) & Dec 03-07, 2012 (Germany)	Middle/Senior Management “(Scale II-V)”	Prof Kalyan Swarup
063	Programme on Enhancing Effectiveness of Zonal/Regional Offices of Banks and FIs	13	Dec 03-07, 2012	Zonal/Regional Heads of Banks and FIs	Dr Shomi Srivastava & Dr S V Kuvalekar
064	Programme on Domestic Enquiries and Disciplinary Action	11	Jan 14-17, 2013	Senior/Middle Management	Dr Shomi Srivastava
065	Programme on Developing an Effective Risk Culture in Banks	12	Jan 21-23, 2013	Senior Management	Dr Deepa Mazumdar & Dr P Usha
INFORMATION TECHNOLOGY					
066	Programme on Cyber Security in Banks	23	May 07-09, 2012	Junior/Middle Management	Dr Alka Vaidya
067	Programme on Information Systems Audit and IT Risk Management	27	May 21-24, 2012	Middle/Senior Management	Dr Deepankar Roy
068	Programme in Data Warehousing and Business Intelligence Systems	18	May 28-Jun 01, 2012	Middle/Senior Management	Dr Alka Vaidya
069	Programme in Payment and Settlement Systems : Emerging Trends, Issues and Challenges	24	June 25-28, 2012	Middle/Senior Management	Dr Deepankar Roy
070	Programme on Information Systems Audit and IT Risk Management	27	Aug 27-30, 2012	Middle/Senior Management	Dr Deepankar Roy
071	Programme in Payment and Settlement Systems : Emerging Trends, Issues and Challenges	12	Sept 24-27, 2012	Middle/Senior Management	Dr Deepankar Roy
072	Programme on Cyber Security in Banks	16	Oct 04-06, 2012	Junior/Middle Management	Dr Alka Vaidya
073	Programme in Data Warehousing and Business Intelligence Systems	14	Oct 29-Nov 02, 2012	Middle/Senior Management	Dr Alka Vaidya
074	Programme on Information Systems Audit and IT Risk Management	20	Dec 03-06, 2012	Middle/Senior Management	Dr Deepankar Roy
075	Advanced Programme on Card Payment System	37	Dec 17-19, 2012	Middle/Senior Management	Dr Deepankar Roy & Dr Dhananjay Bapat
076	Workshop on Business Intelligence Systems and Data Mining	15	Feb 04-06, 2013	Middle/Senior Management	Dr Alka Vaidya
MONEY, INTERNATIONAL BANKING AND FINANCE					
077	Programme on Management of Foreign Exchange Business	18	Jun 19-23, 2012	Junior/Middle Management	Dr Jiji T Mathew
078	Programme on Financing International Trade	18	Sep 06-08, 2012	Junior/Middle Management	Dr Gargi Sanati & Dr Jiji T Mathew
079	Programme in Technical Analysis for Forex Dealers	18	Sep 24-28, 2012	Junior/Middle Management	Dr G Nagaraju
080	Programme on International Banking and Foreign Exchange	18	Oct 13-21, 2012	Junior/Middle Management	Dr Jiji T Mathew & Dr G Nagaraju
081	Programme in Forex Dealing with Bourse Game	19	Oct 31-Nov 11, 2012	Newly Recruited Forex Dealers (Scale I-IV)	Dr G Nagaraju & Dr Jiji T Mathew
082	Programme in Integrated Treasury Management with Simulated Bourse Game	18	Dec 07-16, 2012	Junior/Middle Management	Dr G Nagaraju & Dr Jiji T Mathew

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
083	Programme in International Trade Finance	18	Feb 04-08, 13	Junior/Middle Management	Dr Gargi Sanati & Dr G Nagaraju
084	Programme in Technical Analysis for Forex Dealers	14	Mar 04-08, 2013	Junior/Middle Management	Dr G Nagaraju
RURAL FINANCE AND DEVELOPMENT					
085	Programme on Management of Microfinance Groups	15	Aug 27-30, 2012	Branch Managers	Dr Naveen Kumar K & Dr Shomi Srivastava
086	Programme on Inclusive Banking and Finance	12	Oct 18-20, 2012	LDMs, Officers at Regional/ Zonal Offices	Dr Naveen Kumar K & Dr R Dasgupta
087	Programme in Gendering Financial Services : Empowerment of Women through Entrepreneurship	8	Oct 29-31, 2012	Heads/Incharge of Women Cells in Head/ Regional Offices, Woman Managers, Managers of SHG Branches	Dr Anjali Kulkarni
088	Programme on Women's Development through Microfinance (CICTAB)	23	Dec 10 -13, 2012	Middle/Senior Management (Scale III-V)	Dr R Dasgupta
089	Programme on Lending Strategies to Priority Sector in the Emerging Scenario	18	Dec 10-14, 2012	Middle/Senior Management (Scale III-V)	Dr Naveen Kumar K
090	Programme on Financing Emerging Rural Opportunities	19	Jan 21-23, 13	Middle/Senior Management (Scale III-V)	Dr Naveen Kumar K
091	Programme on Financing Agricultural Value Chain	14	Feb 07-09, 2013	Credit Officers at Zonal/ Regional & Branch Offices	Dr Naveen Kumar K
092	Workshop on Financing Microfinance Institutions and SHG Federations	13	Feb 18-20, 2013	Officers at Priority Sector Departments	Dr Naveen Kumar K
093	National Conference on Bank of the Future	61	Feb 22-23, 2013	Middle/Senior Management (Scale III-V)	Dr R Dasgupta
094	Programme on Women's Development through Income Generating Activities (CICTAB)	31	Feb 25-28, 2013	Middle/Senior Management (Scale III-V)	Dr Anjali Kulkarni
STRATEGIC PLANNING, MANAGEMENT AND CONTROL					
095	Strategic Planning in Banking	17	May 14-18, 2012	Executives and Senior Managers in Planning Function at HO/ZO/RO	Prof Anjan Roy
096	Onlocation Programme on Marketing for Branch Managers – Chennai	34	May 28-29, 2012	Marketing Officers/ Managers in Large/ Very Large/Exceptionally Large Branches	Prof Kalyan Swarup
097	Programme on Marketing Strategies for Retail Banking	29	Jun 11-15, 2012	Senior/Middle Management	Dr Dhananjay Bapat
098	Programme on Strategies for Improving Productivity and Profitability of Bank Branches	23	Jun 11-15, 2012	Branch Managers of Metro and Urban Branches	Prof Anjan Roy
099	Programme on Customer Centric Leadership	33	Jun 26-29, 2012	Senior/Middle Management	Dr Dhananjay Bapat & Dr Asha Naik
100	Programme on Customer Relationship Management in Banking	25	Jul 16-18, 2012	Middle/Senior Management	Dr Sarita Bhatnagar
101	Programme in Marketing Strategies for Financial Planning and Wealth Management Services	14	Jul 16-18, 2012	Middle Management	Prof Kalyan Swarup & Dr Elizabeth James
102	Programme in Customer Satisfaction and High-Tech Banking	21	Aug 06-09, 2012	Middle/Senior Management	Prof Kalyan Swarup

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
103	Programme on Customer Centric Leadership – <i>New Delhi</i>	21	Aug 06-09, 2012	Senior/Middle Management	Dr Dhananjay Bapat & Dr Asha Naik
104	Programme in Effective Branch Management	20	Sep 03-07, 2012	Middle/Senior Management	Prof Kalyan Swarup
105	Programme on Manpower Requirement Planning and Deployment in Banks	13	Sep 10-14, 2012	Incharges of Operations and Manpower Planning Cells	Prof Anjan Roy
106	Programme for Relationship Managers in Banks	16	Sep 10-14, 2012	Middle Management	Dr Sarita Bhatnagar, Dr Elizabeth James & Dr Smita Roy Trivedi
107	Programme in Managing Service Quality : Competitive Advantage	8	Oct 08-10, 2012	Middle/Senior Management	Prof Kalyan Swarup & Dr Sarita Bhatnagar
108	Productivity Improvements in Centralized Loan Processing	24	Nov 05-08, 2012	Heads of CLPCs/ Retail Hubs/SME Loan Factories	Prof Anjan Roy
109	Programme on Marketing Strategies for Retail Banking	25	Jan 09-12, 2013	Senior/Middle Management	Dr Dhananjay Bapat
110	Conference on Marketing Management for Financial Services	12	Jan 17-18, 2013	Middle/Senior Management	Prof Kalyan Swarup
111	Programme on Improving People Productivity : Strategic Options	12	Jan 29-Feb 01, 2013	Heads of Branches and Other Functionaries	Prof Anjan Roy & Dr Asha Naik
112	Programme on Electronic Payments : Innovations and Marketing	23	Feb 14-16, 2013	Middle/Senior Management	Dr Dhananjay Bapat & Dr Deepankar Roy
113	Programme on Marketing of Banking and Financial Services	12	Feb 25-Mar 01, 2013	Middle Management	Dr Sarita Bhatnagar & Dr Dhananjay Bapat
INCOMPANY PROGRAMMES					
114	Workshop on "Leadership for Growth" for Bank of Maharashtra	25	Apr 16-18, 2012	Middle/Senior Management	Dr Asha Naik & Prof Anjan Roy
115	Faculty Development Programme for UCO Bank	27	Apr 16-21, 2012	Middle/Senior Management	Dr Asha Naik & Dr Dhananjay Bapat
116	Workshop on "Leadership for Growth" for Bank of Maharashtra	32	Apr 19-21, 2012	Middle/Senior Management	Dr Asha Naik & Prof Anjan Roy
117	Workshop on "Leadership for Growth" for Bank of Maharashtra	40	Apr 20-22, 2012	Middle/Senior Management	Dr Asha Naik & Dr Dhananjay Bapat
118	Executive Development Programme for Scale IV Executives of Canara Bank	30	May 14-18, 2012	Scale IV Executives	Prof Kalyan Swarup & Dr Shomi Srivastava
119	Incompany Programme on Project Finance for HUDCO Executives - <i>New Delhi</i>	23	Jun 21-23, 2012	Middle/Senior Management	Dr Vikas Srivastava
120	Incompany Programme on Leadership for Growth for Indian Overseas Bank	26	Jul 09-13, 2012	Middle/Senior Management	Dr Asha Naik
121	Incompany Programme on Leadership for Growth for Indian Overseas Bank	28	Jul 16-20, 2012	Middle/Senior Management	Dr Asha Naik
122	Training on Financial Statistics for Indian Statistical Service (ISS) Probationary Officers	38	Aug 06-10, 2012	Junior/Middle Management	Prof T Chherawala
123	Incompany Programme on Customer Centric Leadership for Indian Overseas Bank - <i>Chennai</i>	16	Sep 03-05, 2012	Middle/Senior Management	Dr Asha Naik
124	Workshop on Credit Analysis for Officers of Development Credit Bank - <i>Mumbai</i>	45	Sep 06-07, 2012	Middle/Senior Management	Dr M Manickaraj

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
125	Incompany Programme on Risk Capital Financing for Branch/Field Officers of SIDBI	30	Sep 17-19, 2012	Branch/Field Officers	Dr M Manickaraj & Prof Anjan Roy
126	Incompany Programme in Marketing and Customer Care for DROs of Bank of India	41	Sep 17-22, 2012	Junior Middle Management	Prof Kalyan Swarup & Dr Shomi Srivastava
127	Incompany Programme on Risk Capital Financing for the CLPC Officers of SIDBI	28	Sep 20-22, 12	Middle/Senior Management	Dr M Manickaraj & Prof Anjan Roy
128	Faculty Development Programme for Indian Overseas Bank	27	Sep 24-28, 2012	Middle/Senior Management	Dr Asha Naik
129	Incompany Programme on Industrial Relations for Nepal Bank Ltd.	12	Oct 03-05, 2012	Middle/Senior Management	Dr Shomi Srivastava
130	Executive Development Programme for Newly Promoted AGMs of Bank of Baroda	38	Oct 08-12, 2012	Newly Promoted AGMs	Prof Kalyan Swarup & Dr Shomi Srivastava
131	Leadership Development Programme for Bank of India	24	Oct 15-19, 2012	Middle/Senior Management	Prof Kalyan Swarup & Dr Shomi Srivastava
132	Programme on Strategic Branch Management for Indian Overseas Bank – Hyderabad	24	Oct 17-19, 2012	Middle/Senior Management	Dr Asha Naik
133	Programme on Strategic Branch Management for Indian Overseas Bank – Coimbatore	22	Oct 29-31, 2012	Middle/Senior Management	Dr Asha Naik
134	Executive Development Programme for AGMs of Bank of Baroda	38	Nov 05-09, 2012	Newly Promoted AGMs	Dr Deepa Mazumdar & Prof Kalyan Swarup
135	Leadership Development Programme for Bank of India	25	Nov 05-09, 2012	Middle/Senior Management	Dr K Ramesha & Dr Shomi Srivastava
136	Customer Centric Leadership for Indian Overseas Bank – Chennai	9	Nov 19-21, 2012	Middle/Senior Management	Dr Asha Naik
137	Programme on Strategic Branch Leadership for Indian Overseas Bank – Cochin	26	Nov 26-28, 2012	Middle/Senior Management	Dr Asha Naik
138	Executive Development Programme for Bank of Baroda	32	Nov 26-30, 2012	Middle/Senior Management	Dr Deepa Mazumdar & Dr Deepankar Roy
139	Programme on Strategic Branch Leadership for Indian Overseas Bank – Cochin	21	Nov 29-Dec 01, 2012	Middle/Senior Management	Dr Asha Naik
140	Special Training Prog. for Punjab & Sind Bank on Credit Appraisal for Chartered Accountants	18	Dec 10-19, 2012	Chartered Accountants	Dr V K Khanna
141	Programme on Appraisal of Agricultural Projects for Bank of Baroda	24	Dce 17-21, 2012	Junior/Middle Management	Dr Naveen Kumar K & Dr R Dasgupta
142	Programme on Strategic Branch Management for Indian Overseas Bank – Chennai	40	Jan 07-09, 2013	Middle/Senior Management	Dr Asha Naik
143	Programme on Credit Appraisal for Chartered Accountants of Punjab and Sind Bank	19	Jan 07-16, 2013	Chartered Accountants	Dr V K Khanna
144	Programme on Strategic Branch Management for Indian Overseas Bank – Pondicherry	42	Jan 10-12, 2013	Middle/Senior Management	Dr Asha Naik
145	Programme on Strategic Branch Management for Indian Overseas Bank – Delhi	34	Jan 17-19, 2013	Middle/Senior Management	Dr Asha Naik

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
146	Programme on Strategic Branch Management for Indian Overseas Bank – Ahmedabad	33	Jan 21-23, 2013	Middle/Senior Management	Dr Asha Naik
147	Incompany Basic Programme on Credit for Branch Managers and Credit Officers of UCO Bank	30	Jan 28-Feb 01, 2013	Credit Officers at Zonal/ Regional & Branch Offices	Dr M Manickaraj
148	Programme on Risk Management and Risk Based Internal Audit for ZO Officials of Tamilnad Mercantile Bank Ltd. – Nagercoil	25	Jan 30-Feb 05, 2013	Middle/Senior Management	Dr V K Khanna & Dr P Usha
149	Programme on Integrated Risk Management for Executives at DBS (Reserve Bank of India)	37	Feb 04-09, 2013	Middle/Senior Management	Prof Sanjay Basu
150	Programme on Legal and Collection for Officers of Tata Capital Financial Services Ltd.	12	Feb 11-13, 2013	Middle/Senior Management	Dr V S Kaveri
151	Programme on Integrated Risk Management for Executives at DBS (Reserve Bank of India)	39	Feb 18-23, 2013	Middle/Senior Management	Prof Sanjay Basu
152	Programme on Risk Management for Corporate Branch Managers for IDBI Bank – Belapur	23	Feb 26-28, 2013	Middle/Senior Management	Dr P Usha
153	Incompany Programme for Planning Officers for Bank of Baroda	29	Mar 04-09, 2013	Middle/Senior Management	Prof Anjan Roy
154	Incompany Programme on Risk Management and Risk Based Supervision for NABARD	17	Mar 11-15, 2013	Middle/Senior Management	Dr P Usha
155	Incompany Programme for Planning Officers for Bank of Baroda	33	Mar 11-16, 2013	Middle/Senior Management	Prof Anjan Roy
156	Programme on Integrated Risk Management for Executives at DBS (Reserve Bank of India)	36	Mar 18-23, 2013	Middle/Senior Management	Prof Sanjay Basu
GRAND TOTAL		3529			

Post-Graduate Programme in Banking and Finance (PGPBF)

Dr K Ramesha : *Dean-Education & Principal*

Introduction

Paradigm shift in the banking and financial environment of the country has created an emergent need for a new genre of management professionals to meet the new challenges in managing banks, financial institutions, non-banking financial companies and corporates. In order to cater to this need, the NIBM launched a one-year Post-Graduate Programme in Banking and Finance (PGPBF) from 2003 onwards. This added a new dimension to the NIBM's ongoing focus on executive-level Training, Research, Consultancy and Publications. Going by the consistent 100 per cent placement record of the students of one-year PGPBF in major public sector, new generation private sector and foreign banks and extremely positive feedback from the banking and financial services community, PGPBF moved over to a two-year course from 2009-10 onwards with an enhanced inputs and deeper specialization in banking and finance. The two-year PGPBF is designed as a contemporary, rigorous, innovative and practical source of management education. The Programme is pitched to provide to the financial system, on a regular basis, a pool of talented young executives who would be thoroughly trained in Foundations, Analytical Skills and Perspectives in Banking and Finance so that they are fully prepared to shoulder managerial responsibilities. A perfect blend of analytical skills, subject knowledge and a thorough understanding of the practical nuances of banking business makes PGPBF student a class-apart from other management graduates. The feedback from banks and financial institutions who have selected our students in the campus placement in middle management cadre has been excellent.

NIBM sought approval for its two-year PG Programme from AICTE in January 2013, in order to enhance and widen career opportunities for students. AICTE has granted approval in April 2013 and the same will be applicable to PGP 2013 which is rechristened as Post Graduate Diploma in Management (Banking and Financial Services). However, PGP will continue to focus on banking and finance as an integrated and mutually inclusive area of specialization.

Admissions to PGPBF 2012-14

Open Category

The admissions to PGPBF 2012-14 in the open category were the candidates who had appeared for the Common Admission Test (CAT) 2011, conducted by the IIMs and ATMA (February 12, 2012). A total of 1188 students applied. On the basis of the performance in the CAT/ATMA, 261 candidates were short-listed and called for Group Discussion and Personal Interview (GDPI) at Pune, Mumbai, Delhi, Kolkata and Chennai. Panels were formed for GD & PI and all the candidates had to go through both the process. Apart from the Dean-PGP, the GDPI panel consisted of NIBM faculty members and senior bankers. The final selection of the candidates was based on multiple criteria

such as the CAT/ATMA, GDPI scores, academic achievements, work experience and extra-curricular activities. Apart from fresh graduates, NIBM accommodated one young officer from Bank of Baroda for PGPBF through a rigorous process of selection.

Profile of the Students

The batch of PGPBF 2012-14 consists of 41 graduates from open category, with some of them having an experience of 1-2 years in different industries. These students are from varied backgrounds such as engineering, science, management, commerce, economics, etc. In addition, Bank of Baroda sponsored an officer, having an experience of more than 5 years.

Curriculum

PGPBF is an intensive two-year programme. The curriculum covers the basic functional areas of finance and accounting, marketing, human resource management, strategic planning, management and control, and rural finance. The basic principles of economics, behavioural sciences, information technology and quantitative methods are taught in the context of management. On the basis of this foundation, specialized inputs in banking and finance form a major part of the curriculum.

The programme includes six terms of course work spread over two years, with a summer internship component at the end of first year and a social development project which is done continuously by each student during the two year period of the programme. In the sixth term the students undertake an Advanced Project in Banking and Finance.

Besides the regular curriculum, the Institute facilitated the acquisition of additional professional certification from reputed institutions. A majority of the students qualified with distinction/high marks for the Diploma in Banking and Finance awarded by Indian Institute of Banking and Finance and Certification in Credit Risk Analysis from CARE Ratings.

Method of Instruction

The method of instruction for the PG Programme are varied and include classroom lectures, case studies, simulation of business operations through games and individual and group projects.

The Institute believes in strong interaction with industry, and practitioners provide significant academic inputs in many courses.

Banker-Student Interaction

The Institute provides a unique learning opportunity to the PGPBF students through interactions with the participants of Executive Development Programmes (EDPs) of the Institute. Interaction with the foreign participants of EDPs further strengthens this process by providing an opportunity to discuss relevant global issues. The PGPBF class itself has a mix of freshers and young sponsored bank officers with an experience of more than 5 years. This provides further learning avenues from experience sharing.

Guest Lectures

Eminent dignitaries from the entire gamut of finance and banking industry visit the campus and enlighten the students with their perspective on contemporary topics and relevant banking and finance issues. These include top management and practitioners from Reserve Bank of India, Indian

public and private sector banks, financial institutions and corporate world. They form an integral source of learning for the PGPBF students.

The students also experienced Summer Internships of two months duration as part of the course curriculum. This apart, the student also completed the Advanced Project Work in Banking and Finance by preparing written project work on topics of current relevance in banking and bank management spheres. It may be mentioned that the project work was presented by the students to a panel comprising of senior bank executives and members of faculty.

In order to imbibe a sense of social responsibility as also understanding social issues, Social Development Project was undertaken by the students of PG Programme. This project is flexibly structured to enable the students to experiment and innovate as also visit institutions like NGOs/SHGs/Development Projects in rural areas/slums and so on. It may be specially mentioned that the students of PGP 2011-13 along with PGP 2012-14 were taken to Hiware Bazar and Ralegaon Siddhi as part of their Social Development Project.

Evaluation

Evaluation is a continuous process and the faculty use different instruments like tests, quizzes (surprise and announced), home assignments, term reports, individual as well as group exercises, classroom participation, problem solving exercises using computer, etc., to evaluate the students. Besides, mid-term examination and the term-end examination are integral parts of the continuous evaluation. Keeping in tune with the best practices of leading management institutes in India and abroad, letter grades are awarded to the students for each of the PGPBF course. Based on the letter grades, Cumulative Grade Point Average (CGPA) is calculated. The students are issued grade cards for each term.

Placements

The students of PGPBF are fully prepared for working in the competitive corporate world through the rigorous course curriculum, continuous evaluation and project work in various organizations. By design, this Programme facilitates placement of candidates in the banks, financial institutions, non-banking financial companies and finance departments of corporates and IT companies. Institute actively pursues placement efforts in collaboration with the Students Affairs Council of the PGPBF, by inviting the prospective employers to the campus.

Placements have been 100 per cent since the very inception of the course. Organizations which came for campus interviews in the past are: State Bank of India, Canara Bank, EXIM Bank, ICICI Bank Ltd., PNB Gilts Ltd., IDBI Bank Ltd., Bank of Baroda, Bank of India, Union Bank of India, Punjab National Bank, Corporation Bank, Central Bank of India, Indian Bank, Dena Bank, UCO Bank, Bank of Maharashtra, Syndicate Bank, Oriental Bank of Commerce, Allahabad Bank, Andhra Bank, United Bank of India, HDFC Bank Ltd, Yes Bank, JP Morgan Chase, Genpact, National Commercial Bank, Jeddah, Datamatics Limited, Credit Information Bureau (India) Ltd, Development Credit Bank, ARANCA, Dun & Bradstreet, etc.

The 2011-13 batch of forty students has been offered middle management positions (MMGS II) in banks. The banks that participated in campus recruitment on January 28, 2013 were: Allahabad Bank, Andhra Bank, Axis Bank, Bank of Baroda, EXIM Bank, Indian Bank, Indian Overseas Bank, Oriental Bank of Commerce, Punjab National Bank, Union Bank of India and UCO Bank. In all approximately 140 Scale II positions were offered to forty graduating students.

Convocation

Convocation for the award of Diploma and presentation of merit awards is held at the end of the Programme in March every year. Eminent personalities like Dr C Rangarajan, Shri Narayan Murthy, Shri Babasaheb Kalyani (industrialist), Late Dr Amaresh Bagchi, Shri T N Ninan, Late Dr Suresh D Tendulkar, Dr Kaushik Basu and Shri K V Kamath have graced the occasion as Chief Guests of the convocation in the past.

Dr D Subbarao, Governor, Reserve Bank of India and Chairman, NIBM Governing Board presided over the convocation for the 2011-13 Batch on March 5, 2013. Dr Raghuram G Rajan, Chief Economic Advisor, Ministry of Finance, Government of India, graced the occasion as the Chief Guest and delivered the Convocation Address.

Dr Raghuram G Rajan also presented each of the top six scholars of the 2011-13 batch a Gold Medal for Academic Excellence. Five NIBM member banks had sponsored the following gold medals, apart from a gold medal for academic excellence among women students:

- (a) The Bank of Baroda Gold Medal for Academic Excellence to Shri Siddharth Prakash
- (b) The Canara Bank Gold Medal for Academic Excellence to Shri Ashish Kumar
- (c) The Union Bank of India Gold Medal for Academic Excellence to Shri Sunny
- (d) The Indian Bank Gold Medal for Academic Excellence to Shri Himanshu Kumavat
- (e) The Bank of Maharashtra Gold Medal for Academic Excellence to Shri Prabhat Rajput
- (f) NIBM Director's Gold Medal for Academic Excellence for female student to Ms Mayuri Dhawan

Publications

A. Prajnan: Journal of Social and Management Sciences

Prajnan is a quarterly double blind refereed journal of social and management sciences with a special reference to banking and finance. It has completed 41 years of service in disseminating new ideas and research work in various areas of social sciences. Recently, the journal has been nominated for inclusion in the EBSCO host TM electronic database service. It has also been attached with global dissemination services provided by SSRN and IDEAS Repec.

Vol XLI (Nos. 1-4, 2012-13) of Prajnan contained 13 research papers and 3 brief articles. The journal also published reviews of 12 books received from various publishers.

Details of Volume XL (Nos. 1-4) of Prajnan

<i>Issues</i>	<i>Papers</i>	<i>Brief Articles</i>	<i>Book Reviews</i>	<i>Telegraphic Book Reviews</i>
April-June 2012	3	–	1	5
July-September 2012	4	–	2	–
October-December 2012	4	1	2	–
January-March 2013	2	2	2	–
	13	3	7	5

Dr Arindam Bandyopadhyay is the Editor and Prof Anjan Roy and Dr P Usha are Editorial Committee Members of the Journal.

B. Vinimaya

The prime objective of Vinimaya is to facilitate sharing of thoughts, experiences and ideas by pooling together conceptual and practical viewpoints from both bankers and management educationists.

The contents offer adequate variety, depth and coverage for any serious reader of banking and bank management topics. In addition, they are also designed to suit the reading habits of a banker whose priorities and pressures of work are such that he has limited time to devote to reading. Special care is taken to ensure that the articles and regular features in Vinimaya are short, the contents are non-technical and are written in a simple and lucid style enabling bankers at any level to grasp the subject matter easily.

The four issues published out during the period April 2012 to March 2013 covered various topics related to the Indian banking. We continued to have the benefit of articles written by eminent personalities from the field of banking and academicians involved in the area of bank management besides NIBM faculty members. In all 16 articles and 3 notes were published during the year. Apart from this, address delivered by Shri K V Kamath, Chairman, Infosys Limited & Non-Executive Chairman, ICICI Bank Limited on “The Changing Paradigms in Indian Banking” and Shri B Mahapatra, Executive Director, Reserve Bank of India on “Implications of Basel III for Capital, Liquidity and Profitability of Banks”, were part of this volume.

During 2012-13 Dr Deepa Mazumdar, Editor along with Dr M Manickaraj, Dr Jiji Mathew and Dr Shomi Srivastava comprised the Editorial Team. Vinimaya has completed 33 years of publication.

C. Monograph Published in 2012-13

1. Compendium of Published Papers and Conference Presentations: 2012-13 *– NIBM Faculty*

The Institute encourages the members of Faculty to undertake Research in Banking and related areas like Finance, Human Resource Management, Information Technology, Money, International Banking and Finance, Rural Finance and Development, and Strategic Planning, Marketing and Control and present the research findings/studies, working papers, etc., in national and international Journals as well as Conferences. This is to facilitate wider discussion and critical evaluation of the research and its application for enhancing knowledge, operational capabilities, efficiency and overall performance of the banking and financial system.

In this Compendium, we have presented Research/Working Papers by the Faculty published in Journals and/or presented at Conferences during 2012-13.

Monograph: 2013 - Demy - vii+169 pp - card cover

Collaboration and Association with Other Organizations

- A. Government of India**, Ministry of Science and Technology, Department of Scientific and Industrial Research, New Delhi, has accorded recognition to NIBM under the scheme on Recognition of Scientific and Industrial Research Organizations (SIROs) 1988 for the period 1.4.2012 to 31.3.2015.
- B. University of Pune** has accorded recognition to NIBM as an approved Centre for Post-Graduate Research in Commerce and Management.
- C. NIBM Conducted Programmes/Seminars in Collaboration with/Support from Following Organizations**
1. Frankfurt School of Finance and Management, Frankfurt, Germany.
 2. Indian Institute of Banking and Finance, Mumbai.
 3. Institute for Development and Research in Banking Technology.
 4. National Payments Corporation of India.
- D. NIBM was a Member of the Following Organizations**
1. Association of Indian Management Schools (AIMS).*
 2. Centre for International Cooperation and Training in Agricultural Banking (CICTAB).
 3. Centre for Telecommunication Management and Studies (CTMS).*
 4. Computer Society of India (CSI).
 5. Indian Association of Social Sciences Institutions (IASSI).*
 6. Indian Institute of Banking and Finance (IIBF).*
 7. British Library.
- E. Director, NIBM, was a Member of the following Governing Boards/Councils of Organizations**
1. Member, Governing Board, Institute of Banking Personnel Selection, Mumbai.
 2. Member, Governing Council, Indian Institute of Banking and Finance, Mumbai.
- F. NIBM Faculty were Associated with the Following Organizations**
1. *Dr Richa Verma Bajaj*: (a) Ph.D. Guide in Organization Management, University of Pune.
 2. *Dr Arindam Bandyopadhyay*: (a) Ph.D. Guide in Organization Management, University of Pune.
 3. *Dr Sarita Bhatnagar*: (a) Recognized Ph.D Guide, Janardhan Rai Nagar Rajasthan Vidyapeeth University, Udaipur, Rajasthan; and (b) Recognized Ph.D Guide, Pacific Academy of Higher Education and Research University, Udaipur, Rajasthan.

* Life Member

4. **Dr V S Kaveri:** (a) Member, Research and Training Committee, Maharashtra State Cooperative Banks' Association; (b) Member, Research and Training Committee, Employers Federation of India; (c) Member of Advisory Board, Journal of Commerce and Management Thoughts, University of Pune; and (d) Recognized Ph.D Guide, University of Pune.
5. **Dr VK Khanna:** (a) Member of Finance Committee of Governing Board of NIBM; (b) Member of Executive Council of PGPBF; (c) Member of Academic Council, Gokhale Institute of Politics and Economics, Pune; and (d) Fellow Member of The Institute of Chartered Accountants of India.
6. **Dr Anjali Kulkarni:** (a) Life Member, Indian Association of Women's Studies, Mumbai; (b) Life Member, Maharashtra Stree Abhyas Vyaspeeth, Pune; and (c) Member, Global Forum for Health Research, Geneva.
7. **Dr S V Kuvalekar:** (a) Member, Governing Board of Indian Institute of Bank Management, Guwahati; and (b) Ph.D. Guide, Symbiosis University, Pune.
8. **Dr G Nagaraju:** (a) Ph.D. Guide in Financial Management, University of Pune; (b) Member, Committee on Exporters Grievances, DGFT, Pune.
9. **Dr Asha Naik:** (a) Member, Academic Advisory Council, Sri Balaji Society; and (b) Ph.D. Guide, Symbiosis University, Pune.
10. **Dr K Ramesha:** (a) Ph.D. Guide in Commerce: Banking and Finance & Organization Management, University of Pune; and (b) Board Member, South Indian Banks' Staff Training College.
11. **Prof Kalyan Swarup:** (a) Faculty Representative on the Governing Board, NIBM; (b) Ph.D. Guide, BITS Pilani; (c) Special Invitee in UCO Bank Apex Training Advisory Committee.

Other Activities

A. Library

Books

With the addition of 449 books to the library the general collection stands at 64,876. With 3,589 reports in the Rand Corporation Collection, the total number of books has reached 68,465. Another 202 bound volumes were added, taking the collection of bound volumes to 13,484 by the end of March 2013.

The library continued to receive reports, conference proceedings and similar type of material from government and non-government agencies from within the country and abroad. The library has a collection of 5699 Working Papers/Occasional Papers/Economic Papers from various banks/institutions/foreign organizations.

Periodicals

The library received 228 journals by way of subscription, exchange and gratis and 14 newspapers. The break-up of journals and newspapers is as follows:

	<i>Newspapers</i>			<i>Journals</i>		
	<i>Indian</i>	<i>Foreign</i>	<i>Total</i>	<i>Indian</i>	<i>Foreign</i>	<i>Total</i>
Subscription	13	1	14	63	90	167
Exchange	-	-		17	10	27
Complimentary	-	-		21	13	34
	13	+	1	=	14	
	101	+	113	=	228	

In addition, the library received 33 economic bulletins published by Indian as well as foreign banks, 29 periodic bulletins/newsletters/house journals issued by banks, academic, research and training institutions in India and abroad.

Audio-visual Materials

The library also acquires audio-visual materials for the various training programmes. The Library audio-visual collection has reached 2590 which include video cassettes, audio-tapes, CD_ROMs, DVDs, VCDs, Diskettes/Floppies, films (16 mm) and slide sets.

Multimedia Machines

Four multimedia machines have been provided for users to view the multimedia collection (VCDs & DVDs) in the library itself. These machines are also made available for accessing online databases in the library.

E-Resources

The library is subscribing following online databases

1. Ace Equity
2. CMIE Economic Outlook
3. CRISIL Research Products
4. EBSCO Business Source Complete Database
5. J-Gate Management Sciences
6. ProQuest ABI/Inform (Complete)

Services

Email Alerts

The library updates the users by sending email alerts about:

1. Daily news in Banking and Finance area
2. Resource Alerts about latest reports published on various websites/received in the library
3. Monthly List of New Arrivals
4. Current Awareness Service (Articles Indexing)

Reference Services

Reference service is provided as per users' queries which consists of providing specific information on any topic that is needed in the day-to-day functioning of the institute, as well as for the on-going research projects.

Bankers' Brief

The library has rendered a useful service to the top management in the banking industry by e-publishing the weekly news and views digest 'Bankers Brief' that provides access to the information relating to the latest socio-economic developments which are very relevant to banking industry.

Bibliographical Services

The library received requests for bibliographies on a number of topics all round the year. These bibliographies are updated continuously and provided to the users.

Selective Dissemination of Information (SDI) Service

Information on books/articles appearing in periodicals of interest to the area groups is brought to the notice of the faculty members/researchers concerned through intranet.

Digital Library

Digital library is being developed with the use of open source software DSpace which will be accessible at intranet.

Online Catalogue (OPAC/WebOPAC)

The library database is automated with Libsys software. Through Online Public Access Catalogue users can search the database pertaining to books, articles from various Journals and news from Bankers' Brief.

Inter-Library Loan

Library provides Inter-Library loan facility to other libraries as and when request is received. Also for our users, the library tries to get documents through Inter-Library loan facility from other libraries as per availability.

B. Computer Services Centre (CSC)

Another focal point in the Institute is the well-equipped Computer Services Center providing excellent computing facilities. The Center hosts various HP, HP Compaq, Dell servers with operating systems like Novell NetWare, Windows 2003, Linux to which around 240 Pentium nodes are connected to form the NIBM's Local Area Network. The NIBM has its own Intranet hosted on Windows 2003 server providing information available in the Library, Computer Center, etc.

Various analytical software packages like Oracle 9i, Prowess, SPSS, MatLab, etc. are installed on the servers.

Latest configuration desktops and laptops with multi-media capabilities have been provided to all the faculty members. The staff has also been provided with Pentium-IV computers.

The Center provides state-of-the-art computing facilities to support research, training and consultancy activities of the Institute. There are two computer labs equipped with Pentium-IV computers, projection systems and are used for demonstration and hands-on sessions during the training programmes. Internet access through leased line is made available at both the computer labs. Some areas of the lecture hall complex, multi-purpose hall, library, cafeteria and students hostel have been made Wi-Fi enabled to provide easy internet access to participants and students. The computer facilities are available between 9.00 am to 7.00 pm on all working days to the participants during the training programmes.

C. Medicare Facilities

Allopathic medicare is provided on the campus to residents and programme participants consisting of prognostic and preventive diagnosis, as well as necessary curative and holistic treatment of clinical health problems. For this purpose a regular stock of basic as well as emergency medicines alongwith vaccines are maintained in the campus dispensary. Medical emergencies are managed within the campus till the patients are shifted to pre-approved hospitals where necessary further medical attention are required.

D. Measures for Conservation of Resources

Contracts

The process of rationalization of various service and labour contracts relating to catering, housekeeping and gardening was undertaken in April last year and were completely overhauled, which involved inviting tenders for fresh contracts and rationalizing the manpower involved. The exercise was

taking place after more than a decade and was necessitated to bring about efficiency and curb indiscipline. This process resulted in a saving of Rs. 34.79 lakhs overall and improved quality of services in all the three segments.

Management of Domestic and Garden Waste

Bio-gas Plant

NIBM Campus houses 5 hostels for EDP participants, hostels for men and women of Post-Graduate Programme and about 100 dwelling units for members of faculty and staff. Approximately 50 kg of food waste per day consisting of leftover food, vegetable peels, used oils, etc. is generated. Further, due to abundant greenery on campus, approximately 10 kg of foliage per day is generated consisting of cut grass, leaves, etc. Collection of this wastage thus far was done by the housekeeping staff which was disposed off through the Pune Municipal Corporation. However, delay in clearing the dustbins by the Municipal authorities was posing health hazard. It was, therefore, decided to go for a biogas plant using this domestic waste and generating approximately 20 cu mt of biogas per day which has equivalent energy to replace approximately 8.5 kg of LPG (1 cu mt of biogas = 0.433 kg of LPG). The cooking gas produced by this plant will help NIBM to continue to provide meals to PGP students at reasonably subsidized rates. Most importantly, the installation and operation of this plant has led to marked improvement in the upkeep of the surroundings. The plant is based on the proven Appropriate Rural Technology Institute (ARTI) design.

Smokeless Motorized Wood Burning Stove

NIBM Campus is spread over an area of 62 acres most of which is covered with dense vegetation with various kinds of trees. There is a lot of dry wood available in terms of fallen branches, twigs, etc which can be used as firewood instead of being simply disposed off as waste. On the advice of M/S Samuchit Enviro-Tech Pvt. Ltd., a firm working in the field of environment friendly technologies, a motorized smokeless wood burning stove has been procured and provided in the student cafeteria to fruitfully use the abundant firewood available in the campus. This stove has cost the Institute Rs.22000/- and will result in much larger savings over a period of time.

Augmentation of Potable Water Supply for the Campus

Pune City has been facing acute drinking water shortage during summers over the last few years. Municipal water supply is thus restricted and causes serious problems for residents and participants of executive programmes. Moreover, the Institute is charged commercial rate rather than domestic rate for the potable water supplied to the Campus including the residences. In the light of the fact that there are 4 open wells in the campus having perennial water supply which was not potable, it was decided to process this well water with proper and scientific process of filtration and make it potable.

Accordingly, the Institute set up a water filtration plant through M/s Membrane Filters (India) Pvt. Ltd, a leading firm in Membrane Water Filtration Technology, after detailed technical assistance by qualified consultants.

The total cost of the project worked out to Rs. 8,81,199/- inclusive of taxes. The plant commenced operations on a trial basis in January 2013 and regular operations in May 2013. At its full capacity the plant will provide 40,000 ltrs of pure filtered water per day to the hostels and administrative blocks with a provision to supplement the Municipal water supply at the residences as well. The estimated savings in the current cost of Municipal water supply will be around 50 per cent during this financial year.

Annexures

Organizationwise Number of Participants: 2012–13

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
A. RESERVE BANK OF INDIA			
1 Reserve Bank of India	142	4. HDFC Bank Ltd.	10
Sub-Total	142	5. ICICI Bank Ltd.	11
B. STATE BANK GROUP			
1. State Bank Academy	1	6. IDBI Bank Ltd.	57
2. State Bank of India	66	7. ING-Vysya Bank Ltd.	4
3. State Bank of Mysore	18	8. IndusInd Bank Ltd.	4
4. State Bank of Bikaner & Jaipur	17	9. Jammu & Kashmir Bank Ltd.	56
5. State Bank of Hyderabad	40	10. Karnataka Bank Ltd.	17
6. State Bank of Patiala	32	11. Kotak Mahindra Bank Ltd.	4
7. State Bank of Travancore	38	12. Tamilnad Mercantile Bank Ltd.	63
Sub-Total	212	13. The Dhanlaxmi Bank Ltd.	2
C. NATIONALIZED BANKS			
1. Allahabad Bank	59	14. The Federal Bank Ltd.	37
2. Andhra Bank	79	15. The Karur Vysya Bank Ltd.	38
3. Bank of Baroda	291	16. The Lakshmi Vilas Bank Ltd.	6
4. Bank of India	140	17. The Nainital Bank Ltd.	1
5. Bank of Maharashtra	129	18. The Ratnakar Bank Ltd	2
6. Canara Bank	124	19. The South Indian Bank Ltd.	39
7. Central Bank of India	82	Sub-Total	446
8. Corporation Bank	94	E. COOPERATIVE BANKS	
9. Dena Bank	34	1. Abhyudaya Co-op. Bank Ltd.	27
10. Indian Bank	45	2. Bassein Catholic Cooperative Bank Ltd	7
11. Indian Overseas Bank	452	3. Citizencredit Co-op. Bank Ltd.	2
12. Oriental Bank of Commerce	55	4. Dombivli Nagari Sahakari Bank Ltd.	3
13. Punjab & Sind Bank	66	5. Osmanabad Janata Sahakari Bank Ltd.	3
14. Punjab National Bank	121	6. Punjab & Maharashtra Co-op Bank Ltd.	1
15. Syndicate Bank	26	7. TJSB Sahakari Bank Ltd.	16
16. UCO Bank	97	8. The A.P.Mahesh Co-op Urban Bank Ltd.	1
17. Union Bank of India	45	9. The Bankura District Central Co-op. Bank	1
18. United Bank of India	29	10. The Bharat Co-op Bank (Mumbai) Ltd.	4
19. Vijaya Bank	33	11. The NKGSB Co-op. Bank Ltd.	3
Sub-Total	2001	12. The Saraswat Co-op. Bank Ltd.	10
D. PRIVATE SECTOR BANKS			
1. Axis Bank Ltd.	41	Sub-Total	78
2. City Union Bank Ltd.	8	F. REGIONAL RURAL BANKS	
3. Development Credit Bank Ltd.	46	1. Allahabad U P Gramin Bank	2
		2. Allahabad UP Gramin Bank	1
		3. Haryana Gramin Bank	1
		4. Sharada Gramin Bank Satna	1
		Sub-Total	5

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
G. FINANCIAL INSTITUTIONS		18. Bank of Zambia	2
1. Centbank Financial Services Ltd.	2	19. Bhutan National Bank	1
2. Export-Import Bank of India	7	20. Bhutan National Bank Ltd.	11
3. Housing and Urban Devt. Corpn. Ltd.	26	21. Biswasito Saving and Credite Coop. S Ltd.	1
4. National Bank for Agri. & Rural Dev.	33	22. Central Bank of Sri Lanka	5
5. Small Industries Devt. Bank of India	89	23. Central Bank of Djibouti	1
Sub-Total	157	24. Central Bank of Sudan	4
H. FOREIGN BANKS (IN INDIA)		25. Central Bank of Syria	3
1. BNP Paribas	1	26. Central Bank of Uganda	2
2. Bank of Ceylon	2	27. Co-operative Rural Bank	3
3. Bank of Nova Scotia (Scotia Bank)	1	28. Commercial Bank of Ceylon - PLC	4
4. Credit Agricole CIB	2	29. Consumer Cooperative Soc. Federation Ltd.	4
5. DBS Bank Ltd	4	30. Cooperative Development Deptt.	4
6. Hongkong & Shanghai Banking Corpn. Ltd.	3	31. DFCC Bank	5
7. Mashreq Bank psc	1	32. DFCC Vardhana Bank	1
8. Mizuho Corporate Bank Ltd.	1	33. Damascus Securities Exchange	2
9. Rabobank	1	34. Department of Co-operative Devt.	2
10. Royal Bank of Scotland NV	2	35. Development Bank of Ethiopia	1
11. Standard Chartered Bank	2	36. Development Bank of Mauritius Ltd.	3
12. State Bank of Mauritius Ltd.	2	37. Dhaka Bank Ltd.	5
13. The Bank of Nova Scotia	1	38. Druk PNB Bank Ltd.	1
14. The Bank of Tokyo Mitsubishi UFJ Ltd.	13	39. Everest Bank Ltd.	1
Sub-Total	36	40. Export-Import Bank of Thailand	1
I. FOREIGN BANKS (OUTSIDE INDIA)		41. Fiji Development Bank	2
1. A.D.B.L.	1	42. Ghazanfar Bank	1
2. Abay Bank	3	43. Gorkha Du	1
3. Agricultural Development Bank Ltd	5	44. Guaranty Trust Bank (Gambia) Ltd.	1
4. Al Mulla Int'l Exchange Co.	2	45. HSBC Vietnam	1
5. BBVA Continental Bank	1	46. Helpage Sri Lanka	2
6. Banco Agricola	2	47. Hung Vuong University	1
7. Banco Agricola S A	3	48. IFIC Bank Ltd.	3
8. Banco de Desarrollo	1	49. Ipoteka Bank	1
9. Bangko Sentral ng Pilipinas	1	50. Joint Stock Commercial Bank	1
10. Bangladesh Bank	19	51. Kist Bank Ltd.	1
11. Bangladesh Institute of Bank Management	5	52. Lanka Bangla Finance Ltd.	1
12. Bank One Ltd.	1	53. Mauritius Civil Ser. Mutual Aid Asso. Ltd	2
13. Bank for Dev. and Agriculture Credit	1	54. Merchant Bank of Sri Lanka PLC	6
14. Bank of Abyssinia	1	55. Min. of Fin. of the Republic of Belarus	1
15. Bank of Ceylon	56	56. Ministry of Finance	4
16. Bank of Mozambique	2	57. Mutual Aid Association	1
17. Bank of Uganda	1	58. Myanma Investment and Commercial Bank	1

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
59. N.I.D.C. Development Bank Ltd.	1	95. Superintendency of Banking & Insurance	1
60. NEFSCUN	5	96. T Bank Ltd.	7
61. NMB Bank Ltd.	1	97. TAT Consults Ltd.	1
62. Nabil Bank Ltd.	14	98. Tanzania Investment Bank	1
63. Narayani National Finance Ltd.	1	99. UZKDB Bank	1
64. National Bank Credit	1	100. Union Bank of Colombo PLC	1
65. National Bank of Cambodia	2	101. United Nations	1
66. National Bank of Egypt	1	Sub-Total	323
67. National Bank of Ethiopia	1	J. OTHER CENTRAL/STATE GOVT. BODIES	
68. National Bank of Kyrgyz Republic	1	1 Indian Statistical Service (ISS)	38
69. National Bank of Serbia	1	Sub-Total	38
70. National Bank of Tajikistan	1	K. NON-BANKING FINANCE COMPANIES	
71. National Cooperative Council of Sri Lanka	2	1. National Housing Bank	6
72. National Savings Bank	2	2. SBI Capital Markets Ltd.	4
73. Nepal Bangladesh Bank Ltd.	1	3. SBI Funds Management Pvt. Ltd.	4
74. Nepal Bank Ltd.	20	4. SBI Mutual Fund	1
75. Nepal Investment Bank Ltd.	2	5. Tata Capital Limited	8
76. Nepal Rastra Bank	10	6. Tata Consultancy Services Ltd.	2
77. Nepal SBI Bank Ltd.	1	Sub-Total	25
78. OJSCB "HAMKORBANK"	1	L. OTHER ORGANIZATIONS	
79. Orien Bank	1	1. Bankers Institute of Rural Development	1
80. Palestine Investment Bank	1	2. Clearcorp Dealing Systems (India) Ltd.	1
81. Peopple's Bank of Uzbekistan	1	3. DFCCI Ltd.	1
82. People's Bank	7	4. Dr Babasaheb Ambedkar Marathwada Univ.	1
83. Public Service Coop. Credit Society	4	5. India Infrastructure Finance Co. Ltd.	2
84. Rastriya Banijya Bank Ltd.	4	6. Indian Institute of Banking & Finance	2
85. Royal Monetary Authority of Bhutan	3	7. Lexicon Institute of Management Education	3
86. Sagarmatha Women SACCOS	1	8. MES Abbasaheb Garware College, Pune	1
87. Sana Kisan Bikas Bank Limited	4	9. National Payments Corporation of India	5
88. Sanasa Bank	3	10. Pune University	2
89. Seylan Bank PLC	2	11. Rural Electrification Corporation Ltd.	3
90. Southeast Bank Limited	1	12. SBI DFHI Ltd.	1
91. Sri Lanka Savings Bank	1	13. Smartstream Technologies	2
92. State Bank of Vietnam	1	14. Tata Capital Financial Ser. Ltd.	30
93. State Mortgage & Investment Bank	1	15. The Clearing Corpn. of India Ltd.	11
94. Sunrise Bank Limited	3	Sub-Total	66
Grand Total Number of Participants 3529			

Countrywise Number of Foreign Participants: 2012–13

<i>Country</i>	<i>No. of Participants</i>	<i>Country</i>	<i>No. of Participants</i>
1. Afghanistan	1	18. Nepal	78
2. Bangladesh	34	19. Palestine	1
3. Belarus	1	20. Peru	2
4. Bhutan	23	21. Philipinnes	1
5. Cambodia	2	22. San Salvador	1
6. Djibouti	1	23. Serbia	1
7. Egypt	2	24. Sri Lanka	115
8. Eithiopia	7	25. Sudan	4
9. El Salvador	5	26. Syria	5
10. Fiji	3	27. Tajikistan	2
11. Haiti	1	28. Tanzania	2
12. Indonesia	2	29. Thailand	1
13. Kuwait	2	30. The Gambia	1
14. Kyrgystan	1	31. Uganda	4
15. Mauritius	7	32. Uzbekistan	5
16. Mozambique	2	33. Vietnam	3
17. Myanmar	1	34. Zambia	2
<i>Total Number of Participants</i>		323	

Books and Articles Published and Papers Presented by the Faculty: 2012–13

A. Books and Monographs

1. **Dhananjay Bapat**, *Brand Extensions in Indian Context*, Lambert Academic Publishing, Germany, 2012.
2. **Richa Verma Bajaj**, *Risk Management Practices Among Banks in India: An Empirical Study*, Lambert Academic Publishing, October 2012.
3. **Kedar nath Mukherjee**, *Corporate Bond Market in India: Current Scope and Future Challenges*, AV Akademikerverlag GmbH & Co., German Publication House, 2013.
4. **Naveen Kumar K**, *Management of Rural Finance*, Vikas Publications, New Delhi, 2013.

B. Published Papers and Articles

1. **Arindam Bandyopadhyay** (co-author), "Empirical Estimation of Default and Asset Correlation of Large Corporates and Banks in India", *The Journal of Risk Finance*, Vol. 14, No. 1, January 2013, pp 87-99.
2. **Arindam Bandyopadhyay**, "Appropriate Methods for Measuring Probability of Default (PD): Under the Basel II IRB Approach", *SBI Monthly Review*, December 2012.
3. **Arindam Bandyopadhyay**, "When Indian Banks Meet Basel III", *Financial Express*, July 6, 2012.
4. **Dhananjay Bapat**, "Efficiency for Indian Public Sector and Private Sector Banks in India: Assessment of Impact of Global Financial Crisis", *International Journal of Business Performance Management*, Vol. XIII, Nos. 3-4, pp 30-40.
5. **Dhananjay Bapat**, "Perceptions on Banking Service in Rural India: An Empirical Study", *International Journal of Rural Management*, 6 (2), 2010, pp 303-321.
6. **Dhananjay Bapat**, "New Trends in Retail Banking and Public Sector Banks", *Upakram*, October-December 2012.
7. **Dhananjay Bapat**, "The Relationship of Brand Associations and Loyalty: An Empirical Study for Retail Banking in India", *Proceedings of Global Conference in Business and Finance*, Vol. 8, No 1.
8. **Dhananjay Bapat** (co-author), "Fino Pay Tech Ltd: Branchless Banking for the Rural Poor" (A Case Study), *ISB*, Richard Ivey School of Business, The University of Western Ontario.
9. **Sarita Bhatnagar** (co-author), "Retail Revolution in India: Reality or Euphoria", in *Retail Management*, RBSA Publishers, Jaipur, 2012.
10. **Sarita Bhatnagar**, "CRM in Banking: Issues and Challenges", *Contemporary Challenges for the Indian Banking Sector*, R K Mishra, S S Murthy & J Kiranmai (eds), Bloomsbury Publishing India Pvt. Ltd., pp 228-239.
11. **Sarita Bhatnagar**, "Customer Relationship Management in Banking: Need for a Strategic Approach", *BANCON 2012: Innovating to Unlock the Next Decade*, November 2012.
12. **Sarita Bhatnagar**, "Customer Relationship Management in Banking: Issues and Challenges", *International Journal of Research in Commerce and Management*, March 2013.

13. **Elizabeth James & Smita Roy Trivedi**, "Financial Planning and Wealth Management Services Offered by Banks in India", *The Indian Banker*, Vol. VII, No. 9, September 2012, pp 34-43.
14. **V S Kaveri**, "Management of Non-Performing Advances in Banks: Effective Strategies", *Journal of Commerce & Management Thought*, Vol. III, No. 3, July-September 2012, pp 398-415.
15. **V S Kaveri**, "Arresting Slippage in Loan Asset Quality and Role of Credit Monitoring", *Vinimaya*, Vol. XXXIII, No. 4, January-March 2013, pp 25-30.
16. **V S Kaveri**, "NPAs in Education Loan: An Overview", *The Indian Banker*, Vol VII, No. 9, September 2012, pp 20-23.
17. **Anjali Kulkarni**, "SHG Bank Linkage Programme: Women's Economic Empowerment through Financial Inclusion and Entrepreneurship Development", *International Journal of Business Management and Social Sciences*, Vol. I, No. 8, April 2012.
18. **Naveen Kumar K**, "Dynamic Incentives in Microfinance Group Lending: An Empirical Analysis of Progressive Lending Mechanism", *Sage Open*, Vol. II, No. 2, April-June 2012, pp 1-9.
19. **Naveen Kumar K**, "Progressive Lending in Microfinance Programme: An Empirical Study of Microfinance Groups in India", *Indian Development Review: International Journal of Development Economies*, Vol. 10, No. 2, July-December 2012.
20. **M Manickaraj** (co-author), "RCF Model of Indian Bank for Micro Credit", *Journal of Asia Business Studies*, Emerald, January 2013.
21. **K Ramesha**, "Challenges Before Indian Banking System: Financial Inclusion", *Cooperative Perspective*, Vol. 46, Nos. 3&4, August 2012.
22. **Shomi Srivastava**, "Productivity Trends in Public Sector Banks", *Upakram*, Vol. 10, No. 39, October-December 2012.
23. **Shomi Srivastava**, "Improving Staff Productivity in Public Sector Banks", *The Indian Banker*, Vol. VIII, No. 3, March 2013.
24. **Smita Roy Trivedi**, "Fee-Based Income for Public Sector Banks: Challenges and Opportunities" in *Contemporary Challenges for the Indian Banking Sector*, R K Mishra, S S Murthy & J Kiranmai (eds), Bloomsbury Publishing India Pvt. Ltd., pp 44-55.

B. Conference Presentations

1. **Allen C A Pereira (Director)**, "Contemporary Issues in Indian Banking Challenges and Opportunities", JRD Tata Memorial Lectures, Associated Chamber of Commerce, Januray 2013.
2. **Dhananjay Bapat**, "The Relationship of Brand Association and Loyalty: An Empirical Study for Retail Banking in India", paper presented at Global Conference in Business and Finance, Las Vegas, USA, January 2013.
3. **Sarita Bhatnagar**, "Customer Relationship Management in Banking: Need for a Strategic Approach", paper presented at "BANCON 2012: Innovating to Unlock the Next Decade", The Annual Bankers Conference, Pune, November 24-25, 2012.
4. **Sarita Bhatnagar**, "CRM in Banking: Issues and Challenges", paper presented at International Conference on Contemporary Challenges for the Indian Banking Sector, Institute of Public Finance, Hyderabad, October 4-5, 2012.

5. **Sarita Bhatnagar**, "Customer Relationship Management in Banking: A Study of Practices for Innovation in Capitalizing on Customer Relationships", paper presented at International Conference on Contemporary Innovative Practices in Management, Pacific Academy of Higher Education and Research, Pacific University, Udaipur, April 13-14, 2012.
6. **Naveen Kumar K**, "Sustainable and Integrated Village Development Through Watershed-plus Measures: A Case Study of Hiware Bazar Village Transformation", paper presented at Seminar on Transformation in Villages: Implications and Outcomes, Institute of Development Studies, Jaipur, January 30-31, 2013.
7. **Naveen Kumar K**, "Microfinance Promises in Sustainable Livelihood Promotions in India: A Case Study of Women Micro-Enterprises", paper presented at Global Conference on Women Leadership, SRM University, Chennai, February 21-22, 2013.
8. **Naveen Kumar K**, "Impact of Microfinance Group Lending Programme in Women Empowerment: The Indian Context", paper presented at 3rd International Conference on Managing Inclusive Growth: The Bottom-up Approach for Harmonious Development, Indus Business Academy, New Delhi, March 15-16, 2013.
9. **K Ramesha**, "Development of Banking Business", CEO's Training Programme, MS-Cooperative Banks' Association, Lonavala, April 20, 2012.
10. **Gargi Sanati**, "Bank or Market-Based Economy: Integration of Indian Banking Sector in the Era of Universal Banking", paper presented at National Seminar on Banking Sector Reforms for Consolidation and Autonomy – Strategies for India, Kannur Government College, UGC Sponsored, March 4-5, 2013.
11. **Gargi Sanati**, "Bank or Market-Based Financial System in Pre- and Post-Reform India: Evidence of Integration across Financial and Real Sector Economy", paper presented at 27th International Conference of the American Committee for Asian Economic Studies (ACAES), Financial Econometrics Group (FEG), Deakin University, Melbourne, Australia, October 26-27, 2012.
12. **Smita Roy Trivedi**, "Fee-Based Income for Public Sector Banks: Challenges and Opportunities" paper presented at International Conference on Contemporary Challenges for the Indian Banking Sector, Institute of Public Finance, Hyderabad, October 4-5, 2012.
13. **Smita Roy Trivedi**, "Post-Crisis Performance of Indian Equity Funds: A Comparative Analysis Across Different Categories", paper presented at International Conference on Emerging Trends in Accounting and Finance, SDIMD, Mysore, August 3-4, 2012.
14. **Smita Roy Trivedi**, "Banking Innovations and New Income Streams: Impact on Banks' Performance", paper presented at National Conference on Bank of the Future: Implications for the Indian Banking Sector, NIBM, Pune, February 22-23, 2013.

Working Papers by the Faculty: 2012–13

1. Strategies for Retail Banking Products – *Dr Dhananjay Bapat*
2. Integrated Stress Testing: Impact on Liquidity and Solvency – *Prof Sanjay Basu*
3. Conceptualizing CRM with Special Reference to Banking – *Dr Sarita Bhatnagar*
4. Customer Relationship Management in Banking – *Dr Sarita Bhatnagar*
5. Analysis of Customer Information in Banks
– *Dr Sarita Bhatnagar & Dr V S Kaveri*
6. Credit Risk Portfolio of Indian Banks Under Basel II – *Prof Tasneem Chherawala*
7. A Study of Financial Planning and Wealth Management in Public Sector Banks in India: Products and Processes (2011-12) – *Dr Elizabeth James & Dr Smita Roy Trivedi*
8. Changing Financial Ratios of Corporates on Convergence with IFRS – *Dr Vijay K Khanna*
9. Sustainable and Integrated Village Development through Watershed-plus Measures: A Case Study of Hiware Bazar Village Transformation – *Dr Naveen Kumar K*
10. Microfinance Promises in Sustainable Livelihoods Promotions in India: A Case Study of Women Micro-Enterprises – *Dr Naveen Kumar K*
11. Changing Profile of NBFCs and Approach for Financing of NBFC – *Dr S V Kuvalekar*
12. Analysis of India's Macroeconomic Performance in the Last Decade (2003-13) – *Dr Jiji T Mathew*
13. The Role of Bank Rate in India's Monetary Policy Framework – *Dr Jiji T Mathew*
14. HR Blueprints – *Dr Deepa Mazumdar*
15. Leadership for Good Governance – *Dr Deepa Mazumdar*
16. Mindfulness – *Dr Deepa Mazumdar*
17. Corporate Bond Market in India: Scope and Future Challenges – *Dr Kedar nath Mukherjee*
18. Employee Engagement – *Dr Asha Naik*
19. Woman Managers: Achieving Excellence – *Dr Asha Naik*
20. Cash Management Service in Indian Banks: An Overview – *Dr Deepankar Roy*
21. Productivity Concerns in Indian Public Sector Banks: A Micro Level Perspective (co-author),
– *Prof Anjan Roy*
22. Sectoral Shifts in Indian Manufacturing and Stickiness of Bank's Credit Portfolios
– *Prof Anjan Roy*
23. International Trade Financing by Banks: Addressing the Risks – *Dr Smita Roy Trivedi*
24. Application of Predictive Modelling in Customer Attrition Analysis in Banks – *Dr Alka Vaidya*

Institute Personnel

(as on March 31, 2013)

Shri Allen C A Pereira	Director
Faculty	Areas of Interest
Dr Arindam Bandyopadhyay	Finance; Credit Risk; Corporate Financing Pattern
Dr Dhananjay Bapat	Bank Marketing; Marketing Strategies; Brand Management
Prof Sanjay Basu	Fixed Income Portfolio Management; Market Risk Management; Asset Liability Management; Applied Contract Theory; Game Theory
Dr Sarita Bhatnagar	Marketing Management; Marketing of Banking Services; General Management; Customer Relationship Management; Service Quality
Prof Tasneem Chherawala	Finance
Dr Elizabeth James	Corporate Finance – Corporate Financing Decisions and Working Capital Management; Risk Management through and in Financial Derivatives; Management of Bank Lending; Financial Accounting; Financial Markets and Services; Organization Structure, System, Process and Design; Marketing of Financial Services; Strategic Management
Dr V S Kaveri [#]	Finance
Dr Vijay K Khanna	Financial Accounting; Risk Based Auditing; Corporate Finance
Dr Anjali Kulkarni	Microfinance; Rural Development and Gender Studies
Dr Naveen Kumar K	Development Economics: Development Banking and Finance; Microfinance; Micro-Insurance; Micro-Enterprises Development
Dr S V Kuvalekar	Corporate Finance; Financial Services; Investment Banking
Dr Asha Naik*	Human Resource Management: Organizational Behaviour and Development; Strategic HR; Global HR Practicing
Dr M Manickaraj	Equity Investment Management; Credit Analysis; Financing SMEs; Carbon Finance
Dr Jiji T Mathew	Central Banking and Monetary Policy; Macro-Economic Environment; Financial Stability Issues; Financial Liberalization and Managing Change; Economic Tools; Techniques for Financial Market Analysis
Dr Deepa Mazumdar	Leadership and Teambuilding; Communication and Listening Skills; Mentoring; Coaching and Counselling; OD and Psychological Assessments
Dr Kedar nath Mukherjee	Finance; Fixed Income Markets; Market Risk; Financial Derivatives
Dr G Nagaraju	Monetary Economics; Macro-Econometric Modelling; International Finance

Dr K Ramesha	Small and Medium Enterprises; Retail Banking
Prof Anjan Roy	Strategic Planning, Management and Control; Corporate Strategy; Industry Analysis; Organizational Structure; Business Process Analysis; Knowledge Creation and Management
Dr Deepankar Roy	Information Technology; Payment Systems; Operations Research
Dr Smita Roy Trivedi	Mutual Funds: Measurement of Performance and Ranking Parameters; Corporate Debt Markets, Equity Markets; Trade Financing for Large Corporates; Global Economic Scenario and Investment Banking; Financing of Mergers and Acquisitions; International Banking: The Legal and Regulatory Framework; Financial Planning and Wealth Management
Dr Asish Saha [@]	Finance
Dr Gargi Sanati	Macrofinance; Monetary Policy and Transmission Mechanism; International Trade Finance, Country Risk Management
Dr Shomi Srivastava	Human Resource Management; Organizational Behaviour
Prof Kalyan Swarup	Work Technology in Banks; Systems and Procedures; Customer Service
Dr P Usha ^{\$}	Finance; Credit Risk Management; Operational Risk Management; Pillar 2 Aspects of Basel II
Dr Alka Vaidya	Data Warehousing; Business Intelligence
Dr Richa Verma Bajaj	Risk Management (Credit and Operational Risk); Credit Management
Research Associates	
Ms Nandita Malini Barua	Applied Research in Banking and Finance
Ms Priti Katariya	ALM Practices and Issues in the Backdrop of New ALM Guidelines
Ms Anagha P Sharangdhar	Retention and Employee Engagement; Leadership; HRM in Banking
Shri Sanat Kumar Kar	Risk Management in Banks and Basel International Norms
Senior Administrative Personnel	
Dr Virender Sharma	Head, Administrative Services
Ms Anagha P Kotwal	Accounts Manager
Dr Amit Mazumdar	Medical Advisor
Dr Pallavi Deshpande-Mitra	Resident Medical Officer

Visiting Professor

* BoM-HRM Chair Professor

@ On Leave with Lien

\$ On Deputation from State Bank of Mysore

Visits Abroad by Faculty Members: 2012–13

1. Dr Dhananjay Bapat : **USA**
The 2013 Global Conference on Business & Finance, Las Vegas, January 2-5, 2013
 2. Prof Sanjay Basu : **Dhaka**
Value-at-Risk Project for A B Bank Ltd, September 14-17, 2012
 3. Prof Tasneem Chherawala : **Dhaka**
Value-at-Risk Project for A B Bank Ltd, September 14-17, 2012
 4. Dr Naveen Kumar K : **Germany & Netherlands**
International Programme on Agri-Business & Agro Processing Organized by RBI, May 07-16, 2012
 5. Dr M Manickraj : **China & Thailand**
International Exposure on MSME Financing Organized by CAB, Reserve Bank of India, February 19-28, 2013
 6. Dr Gargi Sanati : **Melbourne, Australia**
Presentation of Paper in Deakin University, October 25-27, 2012
 7. Dr Vikas Srivastava : **Colombo**
Visit to Central Bank of Ceylon – To Update NIBM on Regulatory and Statutory Norm/Process Applicable to Banks in Sri Lanka, May 30-June 6, 2012
 8. Prof Kalyan Swarup : **Frankfurt, Germany**
Programme on Leadership for Excellence in Banking & Finance in Collaboration with Frankfurt School of Finance & Management, December 3-7, 2012
-

Conferences, Seminars and Programmes Attended in India by Faculty Members: 2012–13

1. Dr Dhananjay Bapat : **Mumbai**
IMPS Workshop: "To Train the Trainers", October 5, 2012
Hyderabad
Case Writing Workshop organized by Indian School of Business (ISB), November 2-3, 2012
Kolkata
Workshop on Marketing of Financial Services Organized by Praxis Business School, March 10-11, 2013
2. Prof Sanjay Basu : **Mumbai**
Conference on Risk and Compliance, 7th Annual Summit 2013, March 7, 2013
3. Dr Sarita Bhatnagar : **Hyderabad**
Case Writing Workshop, May 29-31, 2012
Hyderabad
International Conference on Contemporary Challenges for Indian Banking Sector, Organized by Institute of Public Enterprise, October 4-5, 2012
4. Dr Elizabeth James : **Mumbai**
1-Day Seminar on Credit Control and Management
April 23, 2012
Hyderabad
Case Writing Workshop, May 29-31, 2012
5. Dr V K Khanna : **Mumbai**
National Workshop on Investment Banking organized by Western India Regional Council of ICAI, July 19-22, 2012
27th Regional Conference of WIRC on Integration with Industry Technology & Financial Services Tracks, August 31-September 1, 2012
6. Dr Anjali Kulkarni : **Hyderabad**
Case Writing Workshop, May 29-31, 2012
7. Dr Naveen Kumar K : **New Delhi**
4th International Summit *cum* Exhibition on Food Processing, Agribusiness & Cold Chain, November 5, 2012
8. Dr Jiji Mathew : **Mumbai**
Programme on Supervisory Effectiveness in the Post Crisis World, February 4-8, 2013

9. Dr Deepa Mazumdar : **Pune**
Train the Trainer Programme
March 24 to April 1, 2012
- Mumbai**
HR Conference of Public Sector Banks, June 1-2, 2012
- Goa**
First People 2012: Walk the Red Carpet at India's Premier HR
Event, September 21-22, 2012
10. Dr Kedar nath Mukherjee : **Kanpur**
4th International Workshop in Quantitative Finance, IIT Kanpur,
December 22-25, 2012
11. Dr G Nagaraju : **Mumbai**
Success Principles with Jack Canfield, May 12-13, 2012
12. Dr Asha Naik : **Mumbai**
HR Conference of Public Sector Banks, June 1-2, 2012
13. Ms Anagha Puranik : **Pune**
SPSS Workshop, September 14-15, 2012
14. Dr Deepankar Roy : **Mumbai**
IMPS Workshop: "To Train the Trainers"
October 5, 2012
- Mumbai**
IBEX India 2013, 2nd International Exhibition & Conference on
Banking & Technology, January 17-19, 2013
15. Dr Smita Trivedi Roy : **Hyderabad**
Case Writing Workshop, May 29-31, 2012
- Pune**
ICC India-BNP Paribas – Seminar on Letter of Credit Transaction:
Operational Issues, June 18-23, 2012
- Mysore**
Presentation of Paper at SDM Institute for Management
Development Conference, "Emerging Trends in Finance &
Accounting", August 3-4, 2012
- Pune**
FEDAI Orientation Workshop on Forex, XXII Series (2012),
August 21-25, 2012
- Hyderabad**
International Conference on Contemporary Challenges for Indian
Banking Sector, Organized by Institute of Public Enterprise,
October 4-5, 2012

16. Dr Gargi Sanati : **Mumbai**
FEDAI Orientation Workshop on Forex, XXII Series, 2012,
June 18-23, 2012
- Kanpur**
4th International Workshop in Quantitative Finance, IIT Kanpur,
December 22-25, 2012
17. Dr Vikas Srivastava : **Mumbai**
National Renewable Energy Finance Symposium by UNEP FI,
April 11, 2012
18. Dr Alka Vaidya : **Mumbai**
IBEX India 2013, 2nd International Exhibition & Conference on
Banking and Technology, January 17-19, 2013
-

Member Banks and Associate Member Banks/Institutions

Member Banks

- | | |
|---------------------------------|---|
| A. Reserve Bank of India | 14. Punjab & Sind Bank |
| B. State Bank of India | 15. Syndicate Bank |
| C. Nationalized Banks | 16. UCO Bank |
| 1. Allahabad Bank | 17. Union Bank of India |
| 2. Andhra Bank | 18. United Bank of India |
| 3. Bank of Baroda | 19. Vijaya Bank |
| 4. Bank of India | D. Subsidiaries of State Bank of India |
| 5. Bank of Maharashtra | 1. State Bank of Bikaner & Jaipur |
| 6. Canara Bank | 2. State Bank of Hyderabad |
| 7. Central Bank of India | 3. State Bank of Mysore |
| 8. Corporation Bank | 4. State Bank of Patiala |
| 9. Dena Bank | 5. State Bank of Travancore |
| 10. Indian Bank | E. Foreign Banks in India |
| 11. Indian Overseas Bank | 1. Bank of America NT & SA |
| 12. Oriental Bank of Commerce | 2. Hongkong & Shanghai
Banking Corpn. Ltd. |
| 13. Punjab National Bank | |

Associate Member Banks/Institutions

- | | |
|---|---|
| 1. IDBI Bank Ltd. | 7. The Federal Bank Ltd. |
| 2. National Bank for Agriculture & Rural
Development | 8. The Jammu & Kashmir Bank Ltd. |
| 3. Export-Import Bank of India | 9. The Karur Vysya Bank Ltd. |
| 4. ICICI Bank Ltd. | 10. The South Indian Bank Ltd. |
| 5. Yes Bank Ltd. | 11. The Abhyudaya Cooperative Bank Ltd. |
| 6. ING Vysya Bank Ltd. | 12. The Saraswat Cooperative Bank Ltd. |
| | 13. Bank of Tokyo-Mitsubishi |

Statement of Accounts for the Year 2012–13



National Institute of Bank Management

BATLIBOI & PUROHIT
CHARTERED ACCOUNTANTS

**AUDIT REPORT RELATING TO ACCOUNTS AUDITED OF
NATIONAL INSTITUTE OF BANK MANAGEMENT
REGISTRATION NO. 1867 (BOM')
FOR THE YEAR ENDED 31st MARCH, 2013
UNDER SUB-SECTION (2) OF SECTION 33 & 34 AND RULE 19 OF THE
BOMBAY PUBLIC TRUSTS ACT**

We have audited the annexed Balance Sheet of **National Institute of Bank Management** (the Institute) as at 31st March, 2013 and also the accompanying Income and Expenditure Account for the year ended on that date and we report that:

1. The accounts are maintained regularly and in accordance with the provisions of the Act and the Rules.
2. The receipts and disbursements are properly and correctly shown in the accounts.
3. The cash balance and vouchers in the custody of the trustees on the date of audit were in agreement with the accounts. The cash on hand as at 31st March, 2013 at Mumbai office was Rs. 1565.08 (Previous Year Rs. 1561.08) and at Pune office was Rs. 8,126/- (Previous Year Rs. 4172/-).
4. All Books, Deeds, Accounts, Vouchers and other documents or records required by us were produced before us.
5. Register of movable and immovable properties was reviewed and found to be properly maintained. The changes in the said register are communicated at the time of filing the Balance Sheet and the Returns to Charity Commissioner. There were no defects and inaccuracies mentioned in the previous audit report in this regard.
6. The representatives of the Trustees required to appear before us did so and furnished the necessary information required by us.
7. To the best of our knowledge and on the basis of the information and explanation given to us, no property or funds of the Institute were applied for any object or any purpose other than the object or purpose of the Institute.
8. The amounts of outstandings for more than one year are as under.
Receivables amounting to Rs. 7,47,14,769.19 are due for more than a year as on 31st March 2013. The details of the same are as under:
 - (i) An amount of Rs. 1,95,90,608.35/- is due on account of the institutional programmes and international programmes.
 - (ii) An amount of Rs. 24,00,886/- is due on account of consultancy from member/other banks out of which a sum of Rs.15,00,000/- has been provided for in the year 2008-09 and same provision has been continued in the year 2012-13 also.
 - (iii) Rs. 1,54,224/- is due towards various debit notes raised by the Institute.
 - (iv) Contribution from members amounting to Rs. 4,98,48,819.84 is outstanding. This amount majorly includes Rs. 3,39,47,908/- outstanding towards grants from member banks for

National Insurance Building, 204, Dadabhoy Naoroji Road, Fort, Mumbai - 400 001

Telephone : 22077941/42 ○ Fax : 91-22-22074260 ○ E-mail : info@batliboipurohit@rediffmail.com ○ Website : www.batliboipurohit.com

PGPBF/IMF-ITP Learning Complex Project and Rs. 78,32,895/- outstanding towards 6th Central Pay Commission Grants.

(v) Contribution from Associate Members amounting to Rs. 9,00,000/- is outstanding out of which a sum of Rs.1,00,000/- has been provided for.

9. Tenders were generally invited for repairs or construction involving expenditure exceeding Rs.5,000/-.
10. Money of the Institute has not been invested contrary to the provisions of Sections 35.
11. The Institute has applied to obtain permission from the Charity Commissioner for premises leased to Bank of Maharashtra, Department of Telecommunication and Post Office. The approval is still awaited.
12. On the basis of the books of accounts examined by us and the information and explanations provided to us during the course of our audit, we have not come across any material case of irregular, illegal or improper expenditure or failure or omission to recover money or other property thereof.
13. The Central Government had notified the Institute under section 10(23C) (iv) of Income Tax Act, 1961 vide Notification No. 186/2003 dated 31/07/03 resulting into exemption of the income of the Institute till A.Y 2008-09. The Institute had applied for renewal of exemption from A.Y. 2009-10 onwards with CCIT, which was denied by them. The Institute has filed a writ petition No. 2615 of 2012 (with revised grounds of appeal) with the Honorable Bombay High Court.
14. The budget for the year 2012-13 has been filed with the Charity Commissioner in the form provided by Rule 16 (A). The budget for the year 2013-14 is yet to be filed.
15. The maximum and the minimum number of the Trustees have been maintained during the year.
16. Meetings of the Trustees have been regularly held during the year.
17. The minute books of the proceedings of the meetings of the Trustees have been maintained.
18. None of the Trustees has any interest in the Investments of the Trust.
19. None of the Trustees is a debtor or creditor of the Trust.
20. There were no irregularities pointed out in the accounts of the previous year.

For Batliboi & Purohit
Chartered Accountants
Firm Registration No.: 101048W

Sd/-
(RD Hangekar)
Partner
Membership No. 30615

Place : Mumbai
Date : July 22, 2013

**Annual
National Institute of
Balance Sheet**

<i>As at 31.03.2012</i>		<i>Funds & Liabilities</i>	<i>Schedule</i>	<i>As at 31.03.2013</i>	
Rs.	P.			Rs.	P.
		Trust Fund or Corpus			
1000000.00		Balance as per Last Balance Sheet			1000000.00
		General Fund			
749088707.58		Balance as per Last Balance Sheet	618741855.61		
70970033.49		<i>Add</i> : Surplus from Income & Expenditure	56987153.09		
162974424.21		<i>Less</i> : Transferred Deficit from Income & Expenditure	0.00		
37412492		<i>Less</i> : Transferred to PGPBF Fund	0.00		
929969.25		<i>Less</i> : Transferred to Prajnan Fund	837469.92		
<u>618741855.61</u>					674891538.78
		Reserve Fund			
		<i>(Associate Membership)</i>			
3301106.91		Balance as per Last Balance Sheet	3401106.91		
100000.00		<i>Add</i> : New membership during the year	0.00		
<u>3401106.91</u>					3401106.91
		Campus Development Fund			
19712224.33		Balance as per Last Balance Sheet	23340193.03		
9419984.00		<i>Add</i> : Contribution received from Member Banks	23127563.00		
370378.00		<i>Add</i> : Interest on Campus Fund Deposits for the Year	232954.00		
<u>29502586.33</u>			<u>46700710.03</u>		
6162393.30		<i>Less</i> : Depreciation on Campus Assets	1 12779851.63		
<u>23340193.03</u>					33920858.40
646483155.55		c/f			713213504.09

Accounts
Bank Management
as at 31st March, 2013

<i>As at</i> 31.03.2012		<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2013	
Rs.	P.			Rs.	P.
118575199.79		Fixed Assets	1	124021107.22	
13127661.00		Capital Work in Progress		10871398.00	
		Investments			
		2107.961 units under UTI Balanced Fund			
42176.88		(Note : 2107.961 units valued at NAV of Rs. 21.7370/unit)		45820.75	
42176.88					45820.75
0.00		Merit cum means Loan Scholarship			721000.00
		Current Assets, Loans & Advances			
98885.65		Furnishings	2	983555.99	
225852332.67		Outstanding Income	3	185310425.39	
157748.00		<i>Advances</i> : Employees		169269.00	
532995.00		: Others		2484856.00	
967658.00		Rent & Other Deposits		967658.00	
168828.75		House Furnishing Loans (Unsecured Considered Good)		122254.98	
641880.39		Conveyance Loans (Unsecured Considered Good)		391665.10	
6654.00		Other Recoveries		7102.00	
5755532.41		Prepaid Expenses		5900853.33	
156495.16		Stock of Books at Cost		140336.54	
37031.30		Stock of Paper, Art Cards, Transparencies and Comb Spirals		107962.91	
38614964.60		Tax Deducted at Source		56134107.99	
2267946.00		Service Tax Recoverable		2243672.00	
4745505.25		Collection of Service Tax		0.00	
280004457.18					254963719.23
411749494.85		c/f			390623045.20

**Annual
National Institute of
Balance Sheet**

<i>As at 31.03.2012</i>	<i>Funds & Liabilities</i>	<i>Schedule</i>	<i>As at 31.03.2013</i>	
Rs. P.			Rs. P.	Rs. P.
646483155.55	b/f			713213504.09
	House Furnishing & Conveyance Fund for Employees			
2772682.91	Balance as per Last Balance Sheet		2832337.65	
59654.74	<i>Add</i> : Interest Received from Staff Members during the Year		51194.94	
<u>2832337.65</u>			<u>2883532.59</u>	
	Reserve Fund – Journal Prajnan			
10228347.94	Balance as per Last Balance Sheet		11158317.19	
929969.25	<i>Add</i> : Transferred from General Fund		837469.92	
<u>11158317.19</u>			<u>11995787.11</u>	
	PGPBF Fund			
37412492.00	Opening Balance		40343305.00	
2930813.00	<i>Add</i> : Interest on Deposit		4202394.00	
40343305.00				44545699.00
	Leave Encashment Fund			
54123960.62	Balance as per Balance Sheet		59000964.88	
2138318.00	<i>Add</i> : Provision for the Year	4	2726556.00	
5229918.26	<i>Add</i> : Interest on Investments		5133083.87	
<u>61492196.88</u>			<u>66860604.75</u>	
2491232.00	<i>Less</i> : Paid to Employees		1010951.00	
<u>59000964.88</u>			<u>65849653.75</u>	
759818080.27	c/f			838488176.54

Accounts
Bank Management
as at 31st March, 2013

<i>As at</i> 31.03.2012		<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2013	
Rs.	P.			Rs.	P.
411749494.85		b/f			390623045.20
		Cash & Bank Balances			
38502.08		A) Cash & Stamps on Hand		69319.08	
5558096.64		B) In Current Accounts with Banks		2181823.14	
863246.65		C) In Current Accounts with Banks (Earmarked for various Funds per contra)		1030590.85	
14658.29		D) In Current Accounts with Banks (Earmarked for Campus Development Fund)		14658.29	
		E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)			
412040576.00		General Fund	507248450.00		
46237360.04		Leave Encashment Fund	53086050.04		
10634020.00		Prajanan Fund	11471490.00		
13595709.00		Associate Membership	13595709.00		
33046052.00		PGPBF	37248442.00		
6918940.00		Campus Fund	7151890.00		
329083960.00		PGPBF/IMF-ITP Learning Complex	351737870.00	981539901.04	
<u>851556617.04</u>					
858031120.70					984836292.40

1269780615.55

c/f

1375459337.60

**Annual
National Institute of
Balance Sheet**

As at 31.03.2012	Funds & Liabilities	Schedule	As at 31.03.2013	
Rs.	P.		Rs.	P.
759818080.27		b/f		838488176.54
		Fund-Upgradation of NIBM		
414951726.84		Balance as per Last Balance Sheet	453614054.41	
16681380.00		Add: Transfer from Advance	0.00	
25784798.00		Add: Interest on Deposits	28297323.00	
0.00		Less: Payments made	2256263.00	
<u>3803850.43</u>		Less: Depreciation on Assets	<u>3387146.88</u>	476267967.53
453614054.41				
		Current Liabilities and Provisions		
15231733.87		For Expenses	22779519.21	
1600000.00		For Doubtful Debts	1600000.00	
2597890.00		For Rent and Other Deposits	3433279.00	
1035916.00		For Service Tax with Education Cess	0.00	
35608210.00		For Income Received in Advance	32032508.32	
274731.00		For Tax Deducted at Source	855887.00	
<u>0.00</u>		For Allumni Activities	<u>2000.00</u>	
56348480.87				60703193.53
		Income & Expenditure Account		
-162974424.21		Balance as per Last Balance Sheet	0.00	
<u>162974424.21</u>		Add : Transferred to General Fund	<u>0.00</u>	0.00
0.00				
<u>1269780615.55</u>				<u>1375459337.60</u>

Significant Accounting Policies

9

As per our report of even date
For
Batliboi & Purohit
Chartered Accountants

sd/-
R D Hangekar
(Partner)
Membership No. 30615

sd/-
Allen C A Pereira
(Director)

Accounts
Bank Management
as at 31st March, 2013

<i>As at</i> 31.03.2012		<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2013	
Rs.	P.			Rs.	P.
1269780615.55	b/f			1375459337.60	

1269780615.55

1375459337.60

sd/-
Virender Sharma
(Head, Administrative Services)

(Accounts Manager)

**National Institute of
Income and Expenditure Account**

Year ended 31.03.2012	Expenditure	Schedule	Year ended 31.03.2013	
Rs. P.			Rs. P.	Rs. P.
26983592.00	Expenses in Respect of Properties	6		22319435.00
47667985.00	Establishment Expenses	7		53021195.46
	Auditor's Remuneration			
41000.00	Audit Fees		41000.00	
6500.00	In other Capacity (Provident Fund)		6500.00	
47500.00				47500.00
11899811.45	Depreciation	1	17681655.57	
76987.68	Write-off on Furnishing	2	540615.66	
11976799.13			18222271.23	
6162393.30	<i>Less</i> : Depreciation on Campus Assets Met out of Campus Development Fund		12779851.63	
3803850.43	<i>Less</i> : Depreciation on ITP Assets & Refurbishment of Hostel I to IV		3387146.88	
2010555.40				2055272.72
86409640.39	Expenditure on Objects of the Trust – (Educational)	8		70791094.52
0.00	Assets Written-off			0.00
19633.00	Bad Debts			292585.00
70970033.49	Surplus Transferred to General Fund			56987153.09
<u>234108939.28</u>				<u>205514235.79</u>

Significant Accounting Policies 9

As per our report of even date
For Batliboi & Purohit
Chartered Accountants

sd/-
R D Hangekar
(Partner)
Membership No. 30615
Place : Pune
Date : July 22, 2013

sd/-
Allen C A Pereira
(Director)

Bank Management
for the Year Ended 31st March, 2013

Year ended 31.03.2012		Income	Schedule	Year ended 31.03.2013	
Rs.	P.			Rs.	P.
44439648.34		Interest – FDR/SDR/Other Instrument		53802520.67	
		Contributions from			
15254436.00		Ordinary Member Banks	4	20908130.00	
1700000.00		Associate Member Banks/Financial Institutions	5	2000000.00	
168025.00		Maintenance Charges		169440.00	
692867.75		Miscellaneous Income		318862.28	
43969.31		Profit on Sale of Asset		5000.00	
		Fees Income			
145722990.15		Training Programme		109390301.93	
20736749.00		PGPBF (2011-13)		15794733.31	125185035.24
<u>166459739.15</u>					
5003888.00		Sponsored Research		2789636.00	
		Income from Publications			
95494.48		Books		87825.10	
115121.00		Journal Prajnan		126614.00	
135750.25		House Journals		121172.50	
<u>346365.73</u>					335611.60
<u>234108939.28</u>					<u>205514235.79</u>

sd/-
Virender Sharma
(Head, Administrative Services)

(Accounts Manager)

NIBM Journals

I. *Prajnan*: Journal of Social and Management Sciences

Prajnan, which has completed its 40th year of continued service, is primarily dedicated towards publication of research-based papers (in social and management sciences) that address issues of direct/auxiliary relevance to the Indian banking and financial system. The last two decades brought in global perspective to our financial system and markets with the introduction of various economic and financial sector reform measures. Accordingly, the journal tries to handle these issues from this perspective keeping in mind the readers requirements.

The objectives of the Journal are: (a) to encourage new thinking on concepts and theoretical frameworks in the various disciplines of Social Sciences, Administrative and Management Sciences, and (b) to disseminate such new ideas and research papers (with strong emphasis on realism of analysis, provision and use of empirical evidence) which have broad relevance to the working and development of banking and other financial institutions, to help the management of such institutions in formulating various policies that are related both to the short-term and long-term needs of the organizations as well as of the economy.

The journal regularly publishes refereed research papers from well-known scholars and brief articles, notes and comments of current interest. It also reviews important books published recently in the disciplines of Social Sciences, Administrative and Management Sciences. Telegraphic reviews of recent publications are also integral part of the journal.

Periodicity: Quarterly (June, September, December and March)

Subscription Rates:

One Year – Rs. 200.00
Two Years – Rs. 375.00
Three Years – Rs. 550.00

Single copy: Rs. 60.00 (back issues are available for sale)

II. *Vinimaya*

Vinimaya, published once a quarter has completed 32 years of its publication. The prime objective of *Vinimaya* is to facilitate sharing of thoughts, experiences and ideas by pooling together conceptual and practical viewpoints from both bankers and management educationists. This apart, the recent developments in the banking system are also captured in our journal in a capsule form. The journal also attempts to disseminate the deliberations of some of the important seminars and conferences held at NIBM on topics of current relevance.

The contents offer adequate variety, depth and coverage for any serious reader of banking and bank management topics. In addition, they are also designed to suit the reading habits of bankers and bank management students whose priorities and pressures of work/studies are such that they have limited time to devote to reading. Special care is taken to ensure that the articles and notes are short, the contents are non-technical and written in a simple and lucid language enabling readers at any level to grasp the subject matter easily.

Periodicity: Quarterly (April, July, October and January)

Subscription Rates:

One Year – Rs. 150.00
Two Years – Rs. 200.00
Three Years – Rs. 320.00

Single copy: Rs. 45.00 (back issues are available for sale)