

Annual Report

2015 - 16



**National Institute of
Bank Management
Pune**

NIBM Governing Board

(as on March 31, 2016)

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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 since then 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 one year's duration, from the academic year 2003-04. It was a new and significant step by the Institute to develop and provide, managerial cadre to the banking industry on a regular basis, for their current and future needs. These young executives were thoroughly trained in Foundations, Analytical Skills, Perspectives in Banking and Finance and well-equipped to shoulder managerial responsibilities in the financial sector.

Dr C Rangarajan, the then 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. Since then eminent personalities like Shri Narayan Murthy, Shri Babasaheb Kalyani, Late Dr Amaresh Bagchi, Shri T N Ninan, Late Dr Suresh D Tendulkar, Dr Kaushik Basu, Shri K V Kamath, Shri Uday Kotak and Dr Raghuram G Rajan and Shri Vinod Rai, have graced the occasion as Chief Guest of the Convocation Ceremony.

In all twelve batches numbering 590 students have since passed out from 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 Institute repositioned PGPBF over to two-year course from 2009-10 onwards with enhanced inputs and deeper specialization in banking and finance.

NIBM sought recognition/approval for its two-year Post-Graduate Programme in Banking and Finance from the All India Council of Technical Education (AICTE), in order to enhance and widen the career opportunities for its students, and AICTE granted the recognition in April 2013. PGPBF is now renamed as Post-Graduate Diploma in Management (PGDM) – Banking and Financial Services. However, the Post-Graduate Programme continues to focus on Banking and Finance as an integrated and mutually inclusive areas of specialization and is an additional key identity of the Institute.

The PGDM 2014-16 batch consisted of 58 graduates, with some of them having an experience of 1-2 years in different industries. These students were from varied backgrounds such as engineering, science, management, commerce, economics, etc.

Dr Raghuram G Rajan, Governor, Reserve Bank of India and Chairman, NIBM Governing Board presided over the Convocation for the 2014-16 batch on April 20, 2016. Shri Vinod Rai, Chairman, Banks Board Bureau (former CAG), 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 2014-16 batch of PGDM.

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, State Bank of India, Union Bank of India, UCO Bank, United Bank of India, ICICI Bank Ltd., HDFC Bank Ltd., YES Bank Ltd., IDBI Bank Ltd., JP Morgan Chase, National Commercial Bank, Jeddah, Datamatics Ltd., Genpact, Development Credit Bank, Credit Information Bureau of India Ltd., ARANCA, Dun & Brad Street, etc.

As in the past, this year too, we had 100 per cent placement for the 2014-16 batch. Twelve banks and financial institutions recruited from the campus. The big names in the industry *viz.* State Bank of India, ICICI Bank, HDFC Bank, Axis Bank, KPMG, Deloitte, Federal Bank, ICRA Management Consulting Services, TCS, Wipro and Janalakshmi Financial Services, NPCI visited the campus for placements. The students have been offered various positions in risk management, credit management, treasury and forex operations, trade finance operations, business relationship development, branch management, compliance, recovery etc., as Deputy Manager, Senior Executive Officer, Management Trainee, Assistant Manager, Associate Analyst, Middle Management positions (MMGS II), etc. in different organizations which recruited them.

Training: Executive Development Programme (EDP)

The training calendar of the Institute for the academic year 2015-16 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. In addition to regular institutional programmes, more number of bank specific dedicated incompany programmes were conducted.

Comparative Statement of Training Programmes during 2014-15 and 2015-16.

<i>Sr No</i>	<i>Particulars</i>	<i>April 2014 to March 2015</i>	<i>April 2015 to March 2016</i>
1.	No. of Institutional Programmes	106	110
2.	No. of Sponsored/Incompany Programmes	34	83
	Total	140	193
3.	No. of Participants	3080	5003
	(a) Institutional Programmes (Indian)	1545	1927
	(b) Institutional Programmes (Foreign)	433	479
	(c) Sponsored/Incompany Programmes	1102	2597
4.	Income in Rs. (crores)	12.14	16.33

The Institute conducted a Programme on Leadership for Excellence in Banking and Finance in Collaboration with Frankfurt School of Finance and Management, Frankfurt, Germany, during June 10-19, 2015 and July 25 - August 6, 2016, with 15 participants from 7 different banks and 21 participants from 11 different banks respectively, attended by top and senior executives from banks and financial institutions.

Similarly, an Advanced Management Programme (AMP) (Focus: Strategic Thinking for Business Leadership) in collaboration with Asian Institute of Management – School of Executive Education, Manila, Philippines was conducted during February 23 - March 4, 2016. In all 10 top and senior executives from 10 different banks and financial institutions attended the programme.

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 Consultancy activity constitute to be an integral part of the responsibilities of Faculty at NIBM. There has been 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 consultancy, to enhance the contents of training programmes and workshops of the Institute.

In 2015-16 period the NIBM faculty undertook 14 research projects (some are spilled-over from previous year), of which four are completed and the rest are in progress.

These completed research projects covered varied subjects as Bank Finance to Services Sector, Operational Risk Capital Estimation under BIA and TSA (a study of both private and public sector banks), Credit Management in Banks in India, and Conducive Impact of Packing Credit against Short Term Bank Loan in Financing Export.

During the year under review the Institute also completed six Consultancy Projects covering areas as diverse as Impact Assessment Study on Interest Rate Subvention Scheme for DGFT, Design and Implementation Talent Management, Leadership and Succession Planning, Success Planning, Leadership Position, Talent Hunt for CMs, Competency Mapping of AGM and DGMs, Review of Information Security Policies of NABARD, while Preparation of Treasury Manual for Bank of Maharashtra is underway. One Sponsored Research Project on SHG Linkage Programme: A Business Model for Banks – Documentation and Analyzing of Existing Approaches and Concepts has been completed.

A "Compendium of Published Papers & Articles and Conference Presentations" of NIBM Faculty Members was released for circulation by Dr Raghuram G Rajan, Governor, Reserve Bank of India and Chairman, NIBM Governing Board, along with Shri Vinod Rai, Banks Board Bureau (former CAG) on the occasion of Twelfth Convocation of the PGDM, on April 20, 2016. The volume contained six research papers published in various refereed and non-refereed journals, two conference presentations and seven articles.

Research Projects and Sponsored Research Projects: April 2015 – March 2016

A. Research Projects Completed

I. Finance

1. *Bank Finance to Services Sector*

(Focus: Education, Hotels, Hospitals and Cold Storage) – Dr Elizabeth James

The services sector has emerged as the most dynamic sector of the world economy, contributing almost one-third of world gross value added, half of world employment, one-fifth of global trade and more than half of the world foreign direct investment flows. It remains the key driver of India's economic growth, contributing almost 66.1 per cent of its gross value added growth in 2015-16, important net foreign exchange earner and the most attractive sector for foreign direct investment inflows. Appreciating the better performance of the services sector, banks have to explore possibilities to step up credit flow to this sector. This study covers the following sub segments under services sector *viz.* Education, Hotels, Hospitals and Cold storage wherein each sub segments structure, assessment of credit requirements, types of credit facilities required, revenue generating activities of the business, risks involved, types of collateral available, key financial ratios, benefits of infrastructure/ priority sector lending status, permissible FDI limit, government initiatives, issues and challenges etc; have been studied, analysed and interpreted. The study is completed in March, 2016.

2. *Operational Risk Capital Estimation under BIA and TSA: A Study of Public Sector and Private Sector Banks in India* – Dr Richa Verma Bajaj

In line with Basel and Reserve Bank of India (RBI) directives, all banks in India implemented basic indicator approach (BIA) of operational risk capital computation by March 2009. RBI issued guidelines on The Standardised Approach (TSA) of operational risk in March 2010. In this paper, an attempt is made to estimate Operational Risk Capital Charges (ORCCs) of Public Sector and Private Sector Banks in India for the period from 2003-2004 to 2012-2013 under both, BIA and TSA. The results of this study indicate that operational risk capital charges vary, depending upon bank's size, despite of risk management systems in place. The capital computation of banks using BIA and TSA proves onerous for large banks like State Bank of India and ICICI Bank. The study also points out that Capital Adequacy Ratio (CAR) and Tier I capital ratio of the banks have declined with introduction of additional capital charges for operational risk. Hence, this paper suggests that it is important for banks to have a well-defined business line mapping framework in place, for implementation of TSA approach.

3. *Credit Management in Banks in India* – Dr Richa Verma Bajaj

Assets quality in Indian banks have deteriorated sharply due to continued economic slowdown, which is a matter of concern not only for the lenders, but also for the policy makers. In this study, an attempt has been made to study the trend relating to assets quality and credit management for public sector and private sector banks for the period from 2001-02 to 2013-14 through various ratio relating to default risk, recovery risk and restructuring. The results of this study indicates that at the

overall level, the gross slippage ratio, up-gradation to reduction ratio, write-offs to reduction ratio, slippages to recovery and up-gradation ratio, net slippages ratio, slippages and fresh restructuring to advances, restructured advance ratio, stressed assets ratio and impaired assets ratio are found higher in public sector banks. This clearly indicates that slippages are more in this sector and the banks have resorted to restructuring extensively to report lower NPAs. At the same time, the up-gradation in accounts are insufficient to reduce overall NPAs in this sector. On the whole, the trend is indicating weaknesses in credit appraisal and credit administration among public sector banks. Whereas, in private sector banks, gross NPAs, net NPAs ratio, recovery to reduction ratio, up-gradation to slippage ratio, recovery to slippage ratios are found higher. This clearly indicates that though NPAs ratios are high in this sector, but at the same time the recovery experience of the banks are good, clearly reflecting appreciable improvement in their assets quality.

II. Money, International Banking and Finance

1. *Conducive Impact of Packing Credit against Short Term Bank Loan in Financing Export: Evidence from India – Dr Gargi Sanati*

Our empirical findings shows that the availability of packing credit at subsidized interest cost is more effective compared to short-term bank loan in boosting the growth of Indian export. However, despite the low cost of fund, per account utilization of this credit is significantly less in the Industry which may hinder Indian export to become more competitive in the international market. Among the other factors, we find Indian export is highly sensitive to the changes in world demand while advance payment against exchange bills also plays a supportive role towards a smooth conversion of the pre-shipment credit facility. However, we observe no evidence favoring real effective exchange rate (REER) to induce India's export.

The study is completed and the paper was presented in an International Winter Conference at Indian Statistical Institute (ISI) Delhi during December17-19, 2015 and also at IGIDR workshop, on January 9, 2016. The paper is under review for publication in a journal.

B. Research Projects in Progress

I. Finance

1. *Demystifying Credit Spread on Corporate Bonds in India – Dr Kedar nath Mukherjee*

Corporate bonds, being a major capital market instrument, play a very important role for the growth of an economy, especially as a channel to meet the financing requirement of Non-Government entities. Movement of this risk premium or credit spread on corporate bonds largely explain the credit worthiness of the bond issuer and, therefore, plays a very important role for investors in taking their investment decision. These credit spreads even if largely depend upon the credit worthiness of the bond issuer, the impact of several other factors also cannot be ignored. Therefore, it is very important to demystify the movement of credit spread on corporate bonds.

Therefore, an attempt has been made to demystify the movements of credit spread on corporate bonds in India. Trading data on bond and equity of selected corporate entities, credit spreads on selected corporate bonds, data on several macro-economic variables such as GDP, inflation, etc. in India, for a period of past 3-4 years, are incorporated in several econometrical frameworks. The empirical findings not only help the investors to take proper investment decision, especially in risky

securities, but also the corporate entities to explore the bond route to meet their financing needs, and the regulatory bodies to frame policies effective for the growth of the corporate bond market in India. Spilled over from the previous year, and expected to be submitted soon.

2. *Internal Model Approach for Market Risk Capital Charge: A Case for Indian Banks*

– Dr Kedar nath Mukherjee

Banking system in India, in order to establish a robust risk management system and framework in place, and to be compliant with the Basel Accord, has started migrating towards the advanced approaches of risk management, in all the three risk category: Credit, Market and Operational Risk. Even if Reserve Bank of India has issued the guideline regarding the Internal Model Approach to estimate the Market Risk, and the resultant Capital Charges, implementation of the same is under a severe question mark. Even if some of the major commercial banks in India intend to migrate towards the internal model approach to estimate their market risk capital charges, there are some important issues that need to be addressed in due manner. This project aims to study the existing practice, its limitations, incentive for the proposed practice of implementing IMA to capture market risk, the issues and challenges that arises out of such implementation, and the possible solution, within a sample of few large commercial banks (public and private sector) in India. The findings are expected to exhibit the current status for Indian banks in terms of implementing the IMA, demystify some of the real issues faced by the Indian banks, and some suggestions to address the same, which may finally help in policy making. Spilled over from the previous year, and expected to be submitted soon.

3. *Study of Trend in Operating Cycle of various Industrial Sectors in India*

– Dr M Manickaraj

Since the beginning commercial banks have been lending money to business enterprises essentially to meet the working capital requirements. One major challenge for the banks is to assess the working capital requirement of customers. This is because ascertaining the level of inventory and receivables is very difficult for two reasons: (i) they will fluctuate from time to time and (ii) they cannot be verified unlike fixed assets. Another important issue in financing working capital is that business enterprises may hold excess inventory and receivables due to their inefficiency.

The RBI, therefore, appointed the Tandon Committee to prescribe inventory and receivable norms and the committee prescribed norms for 15 different industries. Presently, there are no such norms which can guide the bankers. The objective of the proposed study is to estimate the operating cycle of various industrial sectors. The industrial sectors will also be divided into size segments and sub-sectors, wherever feasible, and the trend in the operating cycle of the sub-sectors and size segments too will be analyzed. The study is in progress and will be completed shortly.

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

This study proposes to give an overview of corporate finance *viz.* evolution, concepts, regulatory aspects, developments, trends and emerging challenges in India. It will be based on secondary data and is undertaken under the guidance of a former Professor. The study will be brought out in the form of a working paper.

5. *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.

6. *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.

II. Human Resource Management

1. *Emerging Challenges in Banking and Role of Training System*

– Dr Shomi Srivastava (Coordinator), Dr S V Kuvalekar & Dr V S Kaveri

Banking industry in India is likely to witness major changes during the next decade or so. These changes relate to organization structure, products, processes, technology, governance etc. At the same time, the banking industry will witness ample new business opportunities besides massive expansion in the present line of activities. To tap the same and also to equip bank management at different levels, there is a felt need to impart new skills and also to sharpen existing analytical and decision making skills in banks. In this regard, training establishments in banks and also apex level training institutions in the banking industry have a vital role to play. Towards this end, it would be prudent to assess organizational preparedness of these institutions to take up new and challenging assignments in training and education. Hence, it is proposed to initiate a survey of training establishments in the banking industry.

Based on the review of literatures, it was attempted to assess business potential in banking during the next one decade. To understand constraints of banks in tapping this huge potential and indicate a strategy to overcome the same, a pilot study was conducted to interact with senior executives in one public sector bank. Based on this pilot study, a draft questionnaire is designed which will be sent to banks in addition few more banks will be contacted personally to interact with senior executives in functional areas and Principals of Staff Training Colleges. It is proposed to complete the study by September 2016. Outcome of the study report will be discussed with the banks by organizing a workshop of Chiefs of HR and Principals of Training Colleges of the banks.

2. *Competency Profiling For Branch Heads in Public Sector Banks*

– Dr Shomi Srivastava, Shri S K Das & Dr B S Pawar

Banking industry, more particularly PSU banks, is passing through a very challenging phase due to paradigm shift in consumer behaviour, digital revolution, demographic changes, ever increasing regulatory compliances, competition from private sector banks and NBFCs, and huge induction of young staff, etc. In the present dispensation, most critical link between customer and bank is branch. Success of branch operations depends on various competencies (abilities, knowledge, skills, personal characteristics, etc.) of a Branch Head. Keeping above facts in view, we thought it fit to start a research project for identification of various competencies at Branch Head level. Hence this survey. We have identified competencies in functional and behavioural areas after discussions with successful BHs/RHs/ZHs of PSU banks and also from feedback received through a survey, which

was responded to by middle/senior level leaders of PSU banks and managers of a leading private sector bank.

III. Information Technology

1. *Technology Enabled Payments – Dr Deepankar Roy, Dr Alka Vaidya & Prof Sunil Bakshi*

The project has been conducted jointly with Strategic Payments Consultancy Limited. The project includes a comprehensive study of Payment Systems in India to understand the various factors that have enabled the growth of them, what are the specific institutional frameworks and incentives that have led to adoption of payment systems and studying the customer profiles who use them. It also looks at the barriers of adoption, if any. The project is based on in-depth qualitative interviews with bankers, policy makers, users and other payment players in the country.

Status: Report has been drafted and is being reviewed and it will be released shortly.

2. *Developing IT Governance Framework for Banks – Prof Sunil Bakshi, Dr Alka Vaidya & Dr Deepankar Roy*

The project is ongoing and shall be completed by November 2016. We are in process of mapping COBIT 5 processes with banking functions to define measurement metrics for benefit realization.

IV. Strategic Planning, Marketing and Control

1. *Developing Cases in Marketing of Banking Services – Dr Sarita Bhatnagar*

Case studies in the areas of marketing of financial services will be developed. The project is ongoing.

C. Sponsored Research Projects Completed

1. *Research Project sponsored by Deutsche Gesellschaft für International Zusammenarbeit (GIZ) GmbH, Germany and NABARD, Mumbai on Self-Help Group Bank Linkage Programme (SHG-BLP): A Business Model for Banks – Documentation and Analyzing of Existing Approaches and Concepts – Dr Achintan Bhattacharya (Principal Coordinator), Dr Samar K Datta (Adviser), Dr Naveen Kumar K (Coordinator), Dr Srinivasa Rao, Prof Anjan Roy, Dr Sarita Bhatnagar, Dr Deepankar Roy & Dr Ashutosh Kumar Tripathi*

The Self Help Group (SHG) programme has emerged as the world's largest community-based microfinance programme in terms of outreach. Several banks in India have begun the SHG Bank Linkage Programme (SHG BLP) to reach the marginalized and excluded sections of the society, particularly women. This study has been sponsored by GIZ and NABARD, to document the business models for SHG-BLP and analyse process flows in different banks and regions in India. This study, therefore, reports the context, practices and stakeholders' perspectives of seven selected banks in the form of case studies.

Consultancy Projects: April 2015 – March 2016

Consultancy Projects Completed

A. Directorate General of Foreign Trade (DGFT)

1. *Impact Assessment Study on Interest Rate Subvention Scheme*

–Prof Sanjay Basu (Coordinator), Dr Gargi Sanati, Prof Tasneem Chherawala & Dr Smita Roy Trivedi

The growth of Indian exports, in response to exchange rate depreciation, has been quite muted, over the last decade. This is true both at the sectoral and aggregate levels. Hence, there is a felt need for an additional tool like the interest rate subvention scheme, to boost our exports. In general, the subvention scheme has been beneficial to export growth. It has not only reduced domestic interest rates, but also made exports more responsive to a fall in interest rates. Before the scheme was introduced, the sensitivity of exports to local rate cuts was negligible. However, fluctuations in global demand have a much stronger impact on Indian exports. The responsiveness has increased after the global crisis. Hence, the benefits of subvention seem to have been overshadowed by the ongoing global recession. This statement is true not only at the aggregate level, but also for individual sectors.

In sum, despite the weak response of Indian exports to exchange rate depreciation and local price reduction, the subvention scheme has been partially effective in boosting India's export growth. We have to wait for global demand to pick up, to reap more benefits from the scheme. In the meantime, sectors like petro and crude and gems and jewellery (which are dominated by large firms and have already benefited from the scheme) may be offered no subvention. Engineering should be given the maximum subsidy, because it is highly rate and price sensitive. Textiles should be next in line. For segments like agriculture and chemicals, which have not been found to benefit from the scheme, a subsidy may not be enough. The first step is to give them large subsidies, by eliminating the benefits to sectors like Petro & Crude and Gems and Jewellery. But, there is also an acute need to ensure that access to rupee export credit increases - banks have to be convinced to reduce procedural hassles and quickly extend cheap export credit. Both the utilization pattern of packing credit and our survey responses show that the demand for credit has been picking up, in agriculture and chemicals, in recent years. These measures are likely to achieve better the dual objectives of (i) export promotion and (ii) employment generation, for the subvention scheme.

B. Corporation Bank

2. *Design and Implementation Talent Management, Leadership and Succession Planning*

– Dr K Srinivasa Rao (Coordinator) & Dr Arindam Bandyopadhyay

C. Central Bank of India

3. *Succession Planning, Leadership Positions, Talent Hunt for CMs*

– Dr K Srinivasa Rao (Coordinator) & Dr Arindam Bandyopadhyay

D. Central Bank of India

- 4. Succession Planning, Leadership Positions, and Talent Hunt for Chief Managers (Phase I)** – Dr Achintan Bhattacharya (Chief Coordinator), Dr Shomi Srivastava, Dr Deepa Mazumdar, Dr Arindam Bandyopadhyay & Prof Anjan Roy

In this project 69 Chief Managers of the Bank had participated. Report was submitted in August 2015.

- 5. Succession Planning, Leadership Positions, and Talent Hunt for Chief Managers (Phase II)** – Dr Achintan Bhattacharya (Chief Coordinator), Dr Shomi Srivastava, Dr Arindam Bandyopadhyay & Prof Anjan Roy

In this project 94 Chief Managers of the Bank had participated. Report was submitted in February 2016.

E. Oriental Bank of Commerce

- 6. Competency Mapping of Assistant General Managers (AGMs) and Deputy General Managers (DGMs)** – Dr Achintan Bhattacharya (Chief Coordinator), Dr Shomi Srivastava, Dr Arindam Bandyopadhyay & Prof Anjan Roy

In this project 39 DGMs and 116 AGMs of the Bank had participated. Report was submitted in November 2015.

F. NABARD

- 7. Review of Information Security Policies of NABARD**
– Prof Sunil Bakshi, Dr Alka Vaidya, Dr Deepankar Roy

To review their information security policies and provide gaps, if any, IT area completed the review by using ISO 27001:2013 and RBI Guidelines on information security for benchmark. The report was presented to Shri H R Dave, Deputy Managing Director, NABARD.

Consultancy Projects in Progress

A. Bank of Maharashtra

- 1. Preparation of Treasury Manual for Bank of Maharashtra**
– Dr S V Kuvalekar (Coordinator), Dr V K Khanna, Dr Kedar nath Mukherjee & Dr Gargi Sanati

The concerned consultancy project has been initiated after receiving a request from Bank of Maharashtra for preparation of a "Treasury Manual" for them, covering Domestic and Forex Treasury operations, with all possible operational aspect related to the Front, Back and Mid-Office of the bank's Treasury.

The Manual intends to cover bank's Treasury operations in all possible segments of the Financial Market, namely: Money Market, Government Securities Market, Corporate Bond Market, Equity

Market, Foreign Exchange Market, and Derivatives Market; emphasizing separately on all possible operational issues related to Treasury Front, Back and Mid-office activities with respect to the specified market/products, within the ambit of RBI and bank's own internal policies and guidelines. The project work was initiated by acquiring the relevant internal documents from the bank, followed by round of discussions and interactions with the concerned executives and officials, both at the Corporate Office, Pune, and at the Treasury Branch, Mumbai. After receiving comments and suggestions from the Bank on the first draft of the manual, the team members initiated further discussions and interaction with the concerned officials of the bank, to make the necessary changes on various chapters of the manual. Accordingly, by end of March 2016, the work for the preparation of the second draft of the Treasury Manual is under progress, and the team members are expected to submit the final draft to the bank very soon.

Programmes, Workshops and Conferences: April 2015 – March 2016

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
I. INTERNATIONAL PROGRAMMES					
001.	International Programme on Asset and Liability Management in Banks and Financial Institutions	23	Sep 21-Oct 03,2015	Senior/Middle Management	Prof Sanjay Basu & Dr S V Kuvalekar
002.	International Programme on Corporate Governance and Leadership for Top Executives from Financial Systems	13	Dec 14-18,2015	Top Management	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
003.	International Programme in Bank Financial Management	26	Jan 04-16,2016	Senior & Middle Management	Dr S V Kuvalekar & Dr K Ramesha
004.	International Programme in Bank Finance	20	Mar 07-19,2016	Senior & Middle	Prof Tasneem Chherawala & Dr Smita Roy Trivedi
II. COLLABORATIVE PROGRAMMES					
005.	Programme on Women's Development through Microfinance (CICTAB-NIBM) Joint Programme	32	Apr 20-23, 2015	Bankers from SAARC Countries	Dr Naveen Kumar K
006.	Certified Bank's Trainers Programme Post Examination Training (Jointly by NIBM-IIBF)	20	Apr 20-24, 2015	Only those candidates who have passed online certificate examination for CBT programme conducted jointly by IIBF & NIBM	Dr Shomi Srivastava & Dr Dhananjay Bapat
007.	Certified Bank's Trainers Programme Post Examination Training (Jointly by NIBM-IIBF)	12	May 25 -29,2015	Only those candidates who have passed online certificate examination for CBT programme conducted jointly by IIBF & NIBM	Prof Kalyan Swarup & Dr Shomi Srivastava
008.	Programme on Leadership for Executive in Banking and Finance in Collaboration with Frankfurt School of Finance and Management	14	Jun 0-12,2015	AGM's & DGM's	Prof Kalyan Swarup
009.	Advanced Programme on Card Payment System (With NPCI)	26	Aug 24-27,2015	Middle and Senior Officials working in the field of Cards from departments like Transaction Banking and Information Technology	Dr Deepankar Roy
010.	Certified Bank's Trainers Programme Post Examination Training (Jointly by NIBM-IIBF)	36	Dec 14-18,2015	Only those candidates who have passed online certificate examination for CBT programme conducted jointly by IIBF & NIBM	Dr Deepankar Roy & Dr Naveen Kumar K
011.	Advance Management Programme in Collaboration with AIM-Excell Manila	10	Feb 23-26,2016	Second Line Executives (CMs AGM's DGM's)	Dr S V Kuvalekar & Dr Dhananjay Bapat
012.	HR Workshop on Managing the HR Transition Inducting New Employees and Grooming New Leaders (Jointly by NIBM, IDRBT & IIBF)	32	Feb 26-27,2016	Junior Management	Dr Shomi Srivastava & Prof Anjan Roy

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
013.	Certified Bank's Trainers Programme Post Examination Training (Jointly by NIBM-IIBF)	24	Feb 29-Mar 04,2016	Only those candidates who have passed online certificate examination for CBT programme conducted jointly by IIBF & NIBM	Dr Naveen Kumar K & Dr Shomi Srivastava
014.	Programme on Women's Development through Microfinance (CICTAB-NIBM)	33	Mar 07-11,2016	Bankers from SAARC Countries	Dr Naveen Kumar K
III. FINANCE					
015.	Programme on Credit Risk and Exposure Management	37	May 18 -20,2015	Risk Managers in Risk Management Dept.	Prof Rajesh Mahajan
016.	Programme on Credit Appraisal (Focus: Management & Service Sector)	16	Jun 01-10,2015	Credit Analyst and Credit Officers in Scale I, II & III	Dr Elizabeth James & Prof Rajesh Mahajan
017.	Programme on Treasury Products Operations & Risk Management for Newly Inducted Treasury Officers	30	Jun 03-12,2015	Officers newly inducted to the Treasury Dept. of Banks, FIs, Corporate; Auditors, Regulators	Dr Kedar nath Mukherjee & Prof N Ramani
018.	Programme on Managing Risk Under Pillar II (ICAAP)	15	Jun 08-13,2015	Middle/Senior/Top Level Management in Risk Mgt./ Plg. Dept.	Dr Arindam Bandyopadhyay & Prof Sanjay Basu
019.	Advance Programme on Corporate Banking & Financial Services for Credit Analysts	22	Jul 07-11,2015	Credit Officers who are attached to medium and large corporate advances depts. in Banks, FIs, Non-banking Financial Companies.	Dr S V Kuvalekar
020.	Programme on Financial Road Projects	30	Jul 09-11,2015	Middle & Senior Mgmt. Executives from Banks	Prof N Ramani & Prof Tasneem Chherawala
021.	Programme on Lending Strategies to MSMEs	27	Jul 20-24,2015	Middle & Senior Management	Dr K Ramesha & Prof Rajesh Mahajan
022.	Programme on Export Credit Management	20	Jul 27-31,2015	Junior/Middle level officers from Credit & IBD	Dr Smita Roy Trivedi & Dr Elizabeth James
023.	Programme on Advanced Credit Appraisal	27	Jul 27-31,2015	Credit Analyst/Financial Analyst/Credit Risk Analyst in HO of Banks	Dr M Manickaraj & Prof Rajesh Mahajan
024.	Programme in Forex Dealing with Bourse Game	29	Jul 31- Aug 09,2015	Junior/Middle level Officers from Forex/ Treasury	Dr Gargi Sanati & Dr Jiji T Mathew
025.	Programme on Credit Appraisal and Monitoring of Services Enterprises	16	Aug 03-07,2015	Credit Analyst and Credit Officers in Scale I, II & III	Dr Elizabeth James & Prof Rajesh Mahajan
026.	Programme on Basel II IRB Approach of Managing Credit Risk in Banks (Key Requirement Road Maps)	30	Aug 03-07,2015	Executives working in the risk mgt. dept. of Banks/FIs especially those who/will be directly involved in the implementation of Basel II IRB Framework in CRM	Dr Arindam Bandyopadhyay
027.	Programme on High Value Frauds in Banks (Issues & Challenges)	42	Aug 10-12,2015	Senior & Chief Managers	Prof Rajesh Mahajan

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
028.	Programme on Internal Models Approach (IMA) to Market Risk Capital Charges	12	Aug 17-22,2015	Middle and Senior Level Executives of Banks and Financial Institutions who are involved with Market Risk, Capital Charges in the Risk Management and Treasury Depts.	Prof Sanjay Basu
029.	Intensive Programme in Integrated Treasury Management with One day Trading Game	27	Aug 21-30,2015	Senior and Middle Management	Dr S V Kuvalekar
030.	Programme on Transition to IFRS: Issues and Challenges for Commercial Banks	27	Aug 24-28,2015	Senior Executives in Accounts & Finance, Internal Audit, Risk Management & Corporate Lending	Dr Vijay Khanna
031.	Programme on Management of NPAs: Effective Strategies for Prevention, Restructuring and Recovery	34	Aug 31- Sep 04,2015	Officers in Credit Appraisal, Follow-up and Monitoring	Dr Vijay Khanna
032.	Programme on Basel III	29	Sep 01-05,2015	Senior Executives of Risk Management, ALM and Plg. Depts., who are involved with Basel III Implementation	Prof Tasneem Chherawala & Prof Sanjay Basu
033.	Programme on Analysis of Financial Statements for Credit Appraisal	32	Sep 07-11,2015	Credit Analyst and Credit Officers in Scale I, II & III	Prof Navneet Kaur & Prof Rajesh Mahajan
034.	Advance Programme on Financial Derivatives (In Collaboration with CME Group <i>Venue</i> : Mumbai	17	Sep 10-12,2015	Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
035.	Programme on Demystifying Statistical Techniques for Risk Management	19	Sep 21-26,2015	Executives posted or who are likely to be posted in the Risk Mgt./ Economic Research/ Analytical Divn. With prior knowledge of statistics	Dr Arindam Bandyopadhyay
036.	Programme on Financing MSMEs	20	Oct 05-09,2015	Executives heading SME Verticals, Heads of Branches specialising in SME, lending/Heads of SME, Loan Processing Centres, and Executives involved in marking Credit Policy	Dr M Manickaraj & Prof N Ramani
037.	Programme on Modelling for Operational Risk Management	34	Oct 12-15,2015	Middle and Senior level executives of Banks and Financial Institutions in various functional areas, who are interested in Modelling for the Advanced Measurement Approach to Operational Risk Management, Compliance Officers and Internal Auditors who need to equip themselves in these areas are also welcome.	Prof Sanjay Basu & Dr Richa Verma Bajaj

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
038.	Programme on Retail Lending Strategies for Executive incharge of Retail Assets from ZOs/ROs	14	Oct 12-16,2015	Senior and Top Management	Dr K Ramesha & Dr K Srinivasa Rao
039.	Programme in Assessment of Working Capital For Credit Officers	30	Oct 26-30,2015	Credit Analyst and Credit Officers in Scale I, II & III	Dr Elizabeth James & Prof N Ramani
040.	Advance Programme on Asset Liability Management	16	Nov 03-07,2015	Executives in the middle and senior management	Dr S V Kuvalekar & Prof Rajesh Mahajan
041.	Programme on Financial Derivatives	30	Nov 16-20,2015	Officers from banks' domestic & forex treasury (front & back office) and Risk Mgt. FIs, Corporates	Dr Kedar nath Mukherjee & Prof Tasneem Chherawala
042.	Programme on Risk Management for Branch Managers and Officers at Controlling Offices	28	Nov 23-25,2015	Branch Managers and Credit Officers	Prof Rajesh Mahajan & Dr Richa Verma Bajaj
043.	Programme on Risk Based Approach to Internal and Concurrent Audit in Banks	24	Nov 23-27,2015	Senior Managers, Officers of Inspection & Audit, including Officers	Dr Vijay Khanna
044.	Workshop on Credit Risk Modelling under Basel II IRB Approach	22	Nov 23-27,2015	Credit Analysts & Officers of CRM of Banks/ FIs who are concerned with designing, developing and validating internal credit rating models, pricing models and credit portfolio models and are key persons in achieving Basel II IRB compliance, Risk Mgt. professionals	Dr Arindam Bandyopadhyay
045.	Programme in International Banking & Foreign Exchange	19	Nov 23-28,2015	Junior/Middle/Senior Level Forex Officers from AD (B) Branches & IBD, Correspondent Banking	Dr Jiji T Mathew & Dr Smita Roy Trivedi
046.	Programme on Advanced Credit Appraisal	39	Nov 30-Dec 04,2015	Credit Analyst/Financial Analyst/Credit Risk Analyst in HO of Banks with a minimum of five years experience in credit and those executives involved in making credit policy	Dr M Manickaraj & Prof Rajesh Mahajan
047.	Programme on Financing Renewable Energy Projects	30	Dec 01-04,2015	Middle and Senior Mgt. Executives	Prof N Ramani & Prof Tasneem Chherawala
048.	Programme on Retail Lending Strategy for Branch Managers	17	Dec 07-11,2015	Middle and Senior Management	Dr K Ramesha & Dr K Srinivasa Rao
049.	Programme on Transition to IFRS	17	Dec 07-11,2015	Senior Executives in Accounts & Finance, Internal Audit, Risk Management & Corporate Lending	Dr Vijay Khanna

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
050.	Programme on Treasury Back Office	28	Dec 15-19,2015	Executives in Scale II, III and IV working in Treasury Dept. and Executives working in Mid-Office of Risk Mgt. Dept.	Dr S V Kuvalekar
051.	Programme on Stress Testing under ICAAP	18	Jan 11-16,2016	Middle and Senior Level Executives of Banks and Financial Institutions in ALM, Treasury Mid-Office, Risk Mgt. & Plg, who are involved with implementation of Stress Testing Models and Planning for Capital and Liquidity	Prof Sanjay Basu & Prof Tasneem Chherawala
052.	Programme on Lending to Mid-corporates and SMEs in Mfg and Service Sector	32	Jan 18-22,2016	Credit Analyst and Credit Officers in Scale I, II & III	Dr Richa Verma Bajaj & Prof Rajesh Mahajan
053.	Advance Programme in Integrated Treasury Management	22	Jan 27-31,2016	Executives in the Middle Mgt. cadre (Scale II/III)	Dr S V Kuvalekar
054.	Programme on Fixed Income Portfolio Management with Bond Trading Game	34	Feb 01-06,2016	Officers from Banks Domestic Treasury and Risk Management, PDs, Insurance Companies, Pension Funds, Mutual Funds, Corporates	Dr Kedar nath Mukherjee
055.	Programme on Credit Appraisal and Monitoring of Services Sector Enterprises	32	Feb 09-13,2016	Middle & Senior Management	Prof Rajesh Mahajan & Dr Elizabeth James
056.	Workshop on Liquidation of Bank Debts through Non-Traditional Recovery Measures: Issues & Challenges Venue: Hotel Orchid, Mumbai	26	Feb 12,2016	Senior Management	Dr Richa Verma Bajaj
057.	Programme on Financing MSMEs	14	Feb 15-19,2016	Officers from Banks Domestic Treasury and Risk Management, PDs, Insurance Companies, Pension Funds, Mutual Funds, Corporates	Dr M Manickaraj & Prof N Ramani
058.	Programme on Operational Risk Management Under Basel II	19	Feb 16-18,2016	Middle and Senior Level Executives	Dr Richa Verma Bajaj & Dr K Srinivasa Rao
059.	Programme on Project Finance and Loan Syndication	30	Feb 23-27,2016	Middle and Senior Management Executives from Banks & Financial Institutions involved in Appraisal of Infrastructure Project Proposals and Executives in Corporate Finance Branches	Prof Tasneem Chherawala & Prof N Ramani
060.	Programme on International Trade Financing	25	Feb 22-27,2016	Junior/Middle level Trade financing officers from AD (B) branches	Dr Smita Roy Trivedi & Prof Rajesh Mahajan

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
061.	Programme on Risk Management under Basel Regime (For First Time Risk Managers)	28	Feb 29-Mar 05,2016	Newly Posted Officers in Credit, Market, Operational and Integrated Risk Management Mgt. Dept. of Banks & FIs)	Dr Kedar nath Mukherjee & Dr Richa Verma Bajaj
IV. HUMAN RESOURCE DEVELOPMENT					
062.	Conference of HR/Training Heads and Principals of Apex Training Colleges on Capacity Building in Emerging Banking Scenario	36	May 22 -23,2015	Senior Management Level	Prof Kalyan Swarup
063.	Communication Workshop for Women Managers	12	Jun 01-03,2015	Women Managers	Dr Deepa Mazumdar
064.	Programme on Enhancing Bank Branch Employees Performance and Wellbeing through Leadership Justice Support and Spirituality	19	Jun 22-24,2015	Branch Managers	Dr B S Pawar
065.	Programme on Leadership Skill Enhancement for Newly appointed Branch Managers	15	Jul 20-25,2015	Scale IV & V	Dr Shomi Srivastava
066.	Leadership Workshop for Women Managers	16	Oct 05-07,2015	Women Managers from Scale IV and above	Dr Deepa Mazumdar
067.	Programme on Enhancing Bank Employee Performance and Wellbeing through Leadership Justice Support and Spirituality	17	Oct 12-14,2015	HR Heads, Managerial Staff from HR Dept. & other Bank Managers	Dr B S Pawar
068.	Programme on Leadership Enhancement for Zonal/Regional/ Group Heads in Banks and Financial Institutions	25	Oct 12-16,2015	Officers in Scale III, IV & V in HR Dept./ Vigilance Dept./ Disciplinary Cell	Dr Shomi Srivastava
069.	Programme on Conducting Disciplinary Action Proceedings/ CVC Guidelines	35	Nov 30-Dec 04,2015	Officers in Scale III, IV & V in HR Dept./ Vigilance Dept./ Disciplinary Cell	Dr Shomi Srivastava
070.	Programme on Integrating HR with Business	25	Jan 05-09,2016	Scale II & III HR Officers in RO/ZO	Dr Shomi Srivastava & Dr K Srinivasa Rao
V. INFORMATION TECHNOLOGY					
071.	Programme on Strengthening Information Systems Audit by Adopting RBI Guidelines	20	Apr 20-23, 2015	Internal Auditors, IT Operation Managers and Bank Officers working in IT based delivery environment	Dr Deepankar Roy
072.	Programme on Cyber Frauds and Security	17	May 18 -20,2015	Middle Management working in IS/IT, Internet Banking Cells, IS Audit	Dr Alka Vaidya
073.	Programme on Using Computer Assisted Audit Techniques (CAAT) complete hands on Training	17	Jun 01-03,2015	Internal Auditors including IS Auditors	Prof Sunil Bakshi
074.	Programme on Leveraging Data Analytics for Business Excellence	19	Jun 22-24,2015	Middle Management from MIS/IT/Planning	Dr Alka Vaidya

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
075.	Programme on Managing Operational Risk with Focus on IT Induced Risks	7	Jul 06-09,2015	Business Function Heads and Senior Managers including IT Managers, IS Security and Audit	Prof Sunil Bakshi & Dr Alka Vaidya
076.	Programme on Business Continuity Management Ensuring Effectiveness and Compliance with (Focus Building Operational Resilience)	10	Jul 27-30,2015	Business Function Heads and Senior Managers including IT Managers, IS Security and Audit	Prof Sunil Bakshi
077.	Programme on Outsourcing Risk Management - How to Focus on Controlling & Managing IT vendors and RBI Guidelines	11	Aug 31- Sep 02,2015	Business Function Heads and Senior Managers including IT Managers, IS Security and Audit	Prof Sunil Bakshi
078.	Programme on Alternative Delivery Channels: Effectively Addressing Issues and Concerns	15	Sep 21-24,2015	Middle and Senior Officials working in depts. like Transaction Banking and IT	Prof Sunil Bakshi & Dr Deepankar Roy
079.	Programme on Managing Information Security (with Focus Compliance with RBI Requirements)	19	Oct 05-08,2015	Internal Auditors, IT Operation Managers and Bank Officers working in IT Based Delivery Environment	Dr Deepankar Roy & Dr Alka Vaidya
080.	Programme on Payment Innovation	21	Nov 26-28,2015	Middle and Senior Officers working in depts. like Transaction Banking and IT	Dr Deepankar Roy
081.	Programme on Cyber Frauds and Security	12	Dec 14-16,2015	Middle Management working in IS/IT, Internet Banking Cells, IS Audit	Dr Alka Vaidya
082.	Programme on Using Computer Audit Assisted Audit Techniques for Efficient and Effective Audit (CAAT)	12	Jan 04-06,2016	Internal Auditors including IS Auditors	Prof Sunil Bakshi
083.	Programme in Leveraging Data Analytics for Business Excellence	18	Jan 18-20,2016	Middle Management from MIS/IT/Planning	Dr Alka Vaidya
084.	Advance Programme on Card Payment Systems (With NPCI)	28	Feb 24-27,2016	Middle and Senior Officials working in the field of Cards from departments like Transaction Banking and Information Technology	Dr Deepankar Roy
VI. MONEY, INTERNATIONAL FINANCE AND BANKING					
085.	Programme in Management of Foreign Exchange Business	22	Jun 16-20,2015	Junior/Middle level Forex Officers from AD(B) Branches and IBD	Dr Jiji T Mathew & Prof Rajesh Mahajan
086.	Programme in Technical Analysis for Dealers	15	Sep 07-12,2015	Junior/Middle level Trade Financing Officers from AD (B) branches	Dr Smita Roy Trivedi
087.	Programme in Financing International Trade	19	Sep 08-12,2015	Junior/Middle level Trade Financing Officers from AD (B) branches	Dr Gargi Sanati & Dr G Nagaraju

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
088.	Programme on Forex Dealing with Bourse Game	31	Dec 02-11,2015	Newly recruited Officers from Forex Treasury	Dr Jiji T Mathew & Dr Gargi Sanati
089.	Programme on Technical Analysis for Dealers	23	Jan 18-23,2016	Junior/Middle level Trade Financing Officers from AD (B) branches	Dr Smita Roy Trivedi & Prof Rajesh Mahajan
090.	Programme on Integrating Treasury Management with Simulated Bourse Game	21	Feb 18-27,2016	Newly recruited Officers from Forex & Domestic Treasury dealing room	Dr Gargi Sanati & Dr Jiji T Mathew
VII. RURAL FINANCE DEVELOPMENT					
091.	Programme on Appraisal and Lending Strategies and Allied Sector Projects	22	Jun 15-19,2015	Junior & Middle Level Management involved in Agriculture & Allied Lending	Dr Naveen Kumar K & Dr Ashutosh Tripathi
092.	Workshop on Lead Bank Scheme Preparation and Management of District Credit Plan for Inclusive Growth	24	Nov 02-06,2015	Lead District Managers/ Lead Bank Officer of Lead Bank/ Chief Manager	Dr Naveen Kumar K
093.	Programme on Financing High Value Agricultural and Allied Projects	18	Jan 11-15,2016	Junior and Middle Level Management	Dr Naveen Kumar K
VIII. STRATEGIC PLANNING MARKETING AND CONTROL					
094.	Executive Leadership Programme	24	May 05 -09,2015	CMs/AGMs/DGMs	Dr K Srinivasa Rao
095.	Workshop on Challenges in Developing and Implementing Business Plans and Strategies	15	May 15 -16,2015	Chiefs of planning and development functions	Prof Anjan Roy
096.	Programme on Strategic Management of Business Growth in Banks	13	May 25 -29,2015	CMs/AGMs	Dr K Srinivasa Rao
097.	Programme on Strategic Dimensions of Profitability of Banks	21	Jun 15-19,2015	SMs/CMs/AGMs	Dr K Srinivasa Rao
098.	Programme on Planning and Management of Zonal and Regional Network of Bank Branches	15	Jun 22-25,2015	Senior Managers serving as Planning Officers in Corporates, Zonal and Regional Officers	Prof Anjan Roy
099.	Programme on Marketing Strategies for Retail Banking	20	Jul 01-04,2015	Middle Management	Dr Dhananjay Bapat & Dr K Srinivasa Rao
100.	Programme on Customer Relationship Management in Banking	19	Jul 06-09,2015	Senior Management in Marketing and Planning Dept., Mid Office, Marketing Officers, Relationship Managers in Branches, Zonal/Regional Offices and Branch Managers in Middle Management or in Senior Management Grade	Dr Sarita Bhatnagar
101.	Programme on Marketing of Retail Electronic Products	12	Jul 13-16,2015	Middle Management	Dr Dhananjay Bapat & Dr K Srinivasa Rao
102.	Programme on Marketing Strategies for MSMEs	18	Aug 03-07,2015	Senior Managers in MSME Hubs	Prof Kalyan Swarup & Dr Sarita Bhatnagar

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
103.	Strategies for Turnaround of Bank Branches	19	Aug 10-13,2015	Branch Managers of key performance branches	Prof Anjan Roy
104.	Programme on Marketing Strategies for Retail Banking	12	Aug 10-13,2015	Middle Management	Dr Dhananjay Bapat & Dr K Srinivasa Rao
105.	Programme on Customer Oriented Approach to Marketing	11	Aug 18-22,2015	Branch Managers Incharge of Sales Teams	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
106.	Operational Efficiency of Back Office Networks	18	Oct 26-29,2015	Heads of back office operations of banks	Prof Anjan Roy & Dr K Srinivasa Rao
107.	Programme on Strategic Dimensions of Profitability in Banks	18	Dec 07-11,2015	SMs/CMs/AGMs	Dr K Srinivasa Rao & Prof Anjan Roy
108.	Programme on Customer Relationship Management in Banking	16	Dec 14-17,2015	Senior Management in Marketing and Planning Dept., Mid Office, Marketing Officers, Relationship Managers in Branches, Zonal/Regional Offices and Branch Managers in Middle Management or in Senior Management Grade	Dr Sarita Bhatnagar
109.	Programme on Leadership for Relationship Management Teams	15	Jan 18-22,2016	Branch Managers Incharge of Sales Teams	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
110.	Programme on Marketing of Retail Electronic Products	12	Feb 01-04,2013	Middle Management	Dr Dhananjay Bapat & Dr K Srinivasa Rao
IX. INCOMPANY					
111.	EDP for Officers of PNB	20	Apr 27-29, 2015	Middle & Senior Level Management	Dr Shomi Srivastava
112.	One-day Programme on Risk Based Supervision and Risk Based Internal Audit for Officials of FBSA (Iraq) ICISA	6	May 01,2015	Auditing Officers	Dr Vijay Khanna
113.	Programme on Financial Statistics for POs of Indian Statistical Services (ISS)	20	May 04 -08,2015	Probationary Officers	Dr Nagaraju G & Dr Kedar nath Mukherjee
114.	Programme on Orientation to Credit Officers of Indian Bank	39	May 04 -14,2015	Probationary Officers	Prof Kalyan Swarup
115.	Programme on Orientation to Credit Officers of Indian Bank	40	May 05 -15,2015	Probationary Officers	Prof Kalyan Swarup & Dr Shomi Srivastava
116.	Programme on Orientation to Credit Officers of Indian Bank	41	May 18 -28,2015	Probationary Officers	Dr Elizabeth James
117.	Programme on Orientation to Credit Officers of Indian Bank	42	May 18 -28,2015	Probationary Officers	Prof Kalyan Swarup
118.	Programme on Orientation to Credit Officers of Indian Bank	42	Jun 01-11,2015	Probationary Officers	Prof Kalyan Swarup
119.	Orientation Programme for POs of Corporation Bank	46	Jun 01-13,2015	Probationary Officers	Prof Kalyan Swarup & Dr Sarita Bhatnagar
120.	Programme on Orientation to Credit Officers of Indian Bank	41	Jun 15-25,2015	Probationary Officers	Dr Elizabeth James

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
121.	Programme on Orientation to Credit Officers of Indian Bank	46	Jun 15-25,2015	Probationary Officers	Prof Kalyan Swarup
122.	Programme on Treasury Management with Bourse Game for Officers of Bank of Baroda	25	Jun 25-Jul 04,2015	Officer & Junior Management	Dr S V Kuvalekar & Dr Kedar nath Mukherjee
123.	Orientation to Credit for Indian Bank Officers	42	Jun 29-Jul 09,2015	Probationary Officers	Dr M Manickaraj
124.	Orientation to Credit for Indian Bank Officers	40	Jul 06-16,2015	Probationary Officers	Prof Kalyan Swarup
125.	On-location Programme on Leadership Skill Enhancement for Newly Appointed Branch Managers of TJSB	25	Jul 08-11,2015	Middle Management	Dr Shomi Srivastava
126.	Orientation to Credit for Indian Bank Officers	41	Jul 13-23,2015	Probationary Officers	Dr M Manickaraj
127.	Orientation Induction Programme for Probationary Officers of Corporation Bank	48	Jul 13-24,2015	Probationary Officers	Prof Kalyan Swarup & Dr Sarita Bhatnagar
128.	Customised Orientation Training programme for Probationary Officer of Bangladesh Bank	29	Jul 22-Aug 01,2015	Probationary Officers	Dr G Nagaraju & Prof Rajesh Mahajan
129.	Executive Development Programme for Star Performers of Central Bank of India	20	Jul 24-25,2015	Probationary Officers	Prof Kalyan Swarup
130.	Orientation to Credit for Indian Bank Officers	46	Jul 27-Aug 06,2015	Probationary Officers	Prof Navneet Kaur
131.	Orientation to Credit for Indian Bank Officers	38	Jul 27-Aug 06,2015	Probationary Officers	Prof Kalyan Swarup
132.	Orientation Programme for Assistant Directors of Bangladesh Bank	31	Aug 03-13,2015	Probationary Officers	Prof Sanjay Basu & Dr Smita Roy Trivedi
133.	Leadership Development Programme for Newly appointed AGMs of Punjab National Bank	34	Aug 10-13,2015	Senior Management	Dr K Srinivasa Rao & Prof Kalyan Swarup
134.	Orientation to Credit for Indian Bank Officers	32	Aug 10-21,2015	Probationary Officers	Prof Navneet Kaur
135.	Orientation to Credit for Indian Bank Officers	37	Aug 10-21,2015	Probationary Officers	Prof Kalyan Swarup
136.	Programme on Effective Admn & Office Management Skill for Bangladesh Bank	19	Aug 16-20,2015	Senior Management	Dr K Srinivasa Rao & Prof Kalyan Swarup
137.	Leadership Development Programme for Newly Promoted AGMs of Punjab National Bank	35	Aug 17-20,2015	AGMs' & DGMs'	Dr Shomi Srivastava & Dr Deepankar Roy
138.	Leadership Development Programme for Newly Promoted AGMs of Punjab National Bank	36	Aug 24-27,2015	AGMs' & DGMs'	Dr Smita Roy Trivedi & Dr Shomi Srivastava
139.	Orientation to Credit for Indian Bank Officers	35	Aug 24-Sep 03,2015	Probationary Officers	Dr B S Pawar
140.	Orientation to Credit for Indian Bank Officers	36	Aug 24-Sep 03,2015	Probationary Officers	Prof Kalyan Swarup

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
141.	Programme on Treasury Management with Bourse Game for Officers of Union Bank of India	20	Aug 26-Sep 04,2015	Junior Management	Dr Kedar nath Mukherjee & S V Kuvalekar
142.	Incompany Programme Leadership Skill Enhancement for Branch Managers of TJSB Sahakari Bank Ltd	22	Sep 09-12,2015	Middle Management	Dr Shomi Srivastava
143.	Integrated Treasury Management with Bourse Game for Indian Overseas Bank	20	Sep 07-16,2015	Junior and Senior Management	Dr G Nagaraju & Dr Kedar nath Mukherjee
144.	Orientation to Credit for Indian Bank Officers	31	Sep 07-17,2015	Probationary Officers	Dr B S Pawar
145.	Orientation Programme for Marketing Officers of Corporation Bank	30	Sep 07-19,2015	Junior Management	Dr Dhananjay Bapat & Dr Alka Vaidya
146.	Training on Investment Credit and Project Finance in Agricultural & Allied Projects for Officers of Punjab National Bank	30	Sep 14-18,2015	Agriculture Officer	Prof Naveen Kumar K & Dr M Manickaraj
147.	Orientation to Credit for Indian Bank Officers	36	Sep 14-24,2015	Probationary Officers	Prof Kalyan Swarup
148.	Training on Investment Credit and Project Finance in Agricultural & Allied Projects for Officers of Punjab National Bank	26	Sep 21-25,2015	Agriculture Officer	Prof Navneet Kaur
149.	Orientation to Credit for Indian Bank Officers	37	Sep 21- Oct 01,2015	Probationary Officers	Dr Kaushik Mukerjee
150.	Faculty Development Programme for Central Bank of India	28	Sep 28- Oct 02,2015	Training Officers	Prof Kalyan Swarup & Dr Shomi Srivastava
151.	Training on Investment Credit and Project Finance in Agricultural & Allied Projects for Officers of Punjab National Bank	29	Sep 28- Oct 02,2015	Agriculture Officer	Dr Ashutosh K Tripathi & M Manickaraj
152.	Training on Investment Credit and Project Finance in Agricultural & Allied Projects for Officers of Punjab National Bank	35	Oct 05-09,2015	Agriculture Officer	Prof Navneet Kaur & Dr Naveen Kumar K
153.	Orientation to Credit for Indian Bank Officers	39	Oct 05-15,2015	Probationary Officers	Dr Kaushik Mukerjee & Dr V S Kaveri
154.	Orientation to Credit for Indian Bank Officers	38	Oct 05-15,2015	Probationary Officers	Prof Kalyan Swarup
155.	Orientation Programme for newly recruited Chartered Accountants of Bank of Maharashtra.	30	Oct 19-31,2015	Chartered Accountants	Dr M Manickaraj & Prof Navneet Kaur
156.	Orientation to Credit for Indian Bank Officers	33	Oct 26-Nov 05,2015	Probationary Officers	Dr Kaushik Mukerjee & Dr V S Kaveri
157.	Executive Development Programme for Officers of Central Bank of India	24	Oct 26-31,2015	Middle Management	Dr Shomi Srivastava & Prof Kalyan Swarup
158.	MDP for Executives of Corporation Bank	33	Oct 26-31,2015	Middle Management	Dr Dhananjay Bapat & Dr Kaushik Mukerjee
159.	Orientation to Credit for Indian Bank Officers	42	Oct 26-Nov 05,2015	Probationary Officers	Prof Kalyan Swarup

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
160.	Comprehension Risk Management Programme for Oriental Bank of Commerce	25	Nov 02-06,2015	Middle Management	Dr Richa Verma Bajaj & Dr Kedar nath Mukherjee
161.	MDP for Executives of Corporation Bank	33	Nov 02-07,2015	Middle Management	Dr Kaushik Mukerjee & Dr Dhananjay Bapat
162.	Orientation to Credit for Indian Bank Officers	22	Nov 16-26,2015	Probationary Officers	Prof Kalyan Swarup
163.	Workshop for Women Managers of TJSB Bank	24	Nov 16-18,2015	Women Managers	Dr Deepa Mazumdar
164.	MDP for Executives of Syndicate Bank	25	Nov 16-21,2015	Senior Management	Dr Shomi Srivastava
165.	Orientation to Credit for Indian Bank Officers	21	Nov 16-26,2015	Probationary Officers	Dr Ashutosh Tripathi & Dr V S Kaveri
166.	Workshop for Women Managers of TJSB Bank	26	Nov 23-25,2015	Women Managers	Dr Deepa Mazumdar
167.	Orientation to Credit for Indian Bank Officers	38	Nov 30-Dec 10,2015	Probationary Officers	Prof Kalyan Swarup
168.	Orientation to Credit for Indian Bank Officers	35	Nov 30-Dec 10,2015	Probationary Officers	Dr Smita Roy Trivedi & Dr V S Kaveri
169.	MDP for Executives of Corporation Bank	31	Nov 30-Dec 05,2015	Middle Management	Dr Sarita Bhatnagar & Dr S V Kuvalekar
170.	MDP for Chief Managers of Syndicate Bank	41	Dec 07-12,2015	Middle Management	Dr Shomi Srivastava & Prof Naveen Kumar
171.	Orientation to Credit for Indian Bank Officers	27	Dec 14-24,2015	Probationary Officers	Dr Smita Roy Trivedi & Dr V S Kaveri
172.	Orientation to Credit for Indian Bank Officers	31	Dec 14-24,2015	Probationary Officers	Prof Kalyan Swarup
173.	Training on Statistic Technique and Time Data Analysis for UCO Bank (On location at Kolkata)	32	Dec 18-20,2015	Middle & Senior Management	Dr Arindam Bandyopadhyay
174.	Incompany Programme in Advance Training of Trainers of Janata Bank Ltd.	26	Dec 20-24,2015	Training Officers	Prof Kalyan Swarup & Dr Deepankar Roy
175.	Orientation Programme for Assistant Directors of Bangladesh Bank	31	Dec 21-31,2015	Junior Management	Dr G Nagaraju & Prof Kalyan Swarup
176.	Orientation Programme for Assistant Directors of Bangladesh Bank	30	Dec 24-Jan 03,2016	Junior Management	Prof Sanjay Basu & Dr S V Kuvalekar
177.	Orientation to Credit for Indian Bank Officers	19	Jan 04-14,2016	Probationary Officers	Dr Gargi Sanati & Dr V S Kaveri
178.	Orientation to Credit for Indian Bank Officers	33	Jan 04-13,2016	Probationary Officers	Dr S V Kuvalekar
179.	Programme on Treasury Management with Bourse Game for Selected Officers of Punjab National Bank	25	Jan 11-23,2016	Middle Management	Dr Kedar nath Mukherjee & Dr G Nagaraju
180.	Orientation to Credit for Indian Bank Officers	20	Jan 18-29,2016	Probationary Officers	Dr G Nagaraju & Dr V S Kaveri
181.	Orientation to Credit for Indian Bank Officers	30	Jan 18-29,2016	Probationary Officers	Dr S V Kuvalekar

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Coordinator(s)</i>
182.	Programme in Corporate Governance and Leadership for Senior Executives from Financial System of Bangladesh	31	Jan 24-26,2016	Senior Management	Dr Shomi Srivastava & Dr Sarita Bhatnagar
183.	One Day Workshop on Mentoring and Coaching for Senior Executives Mentors of United Bank of India (Venue: Kolkata)	36	Jan 21,2016	Middle & Senior Management	Dr Shomi Srivastava & Dr K Srinivasa Rao
184.	One Day Workshop on Mentoring and Coaching for Senior Executives Mentors of United Bank of India (Venue: Kolkata)	44	Jan 22,2016	Middle & Senior Management	Dr Shomi Srivastava & Dr K Srinivasa Rao
185.	Orientation to Credit for Indian Bank Officers	26	Feb 01-11,2016	Probationary Officers	Dr Ashutosh Tripathi & Dr V S Kaveri
186.	Orientation to Credit for Indian Bank officers	30	Feb 01-11,2016	Probationary Officers	Dr S V Kuvalekar
187.	Programme on Credit Management for Central Bank of India	23	Feb 01-05,2016	Credit Officers	Dr Richa Verma Bajaj & Dr M Manickaraj
188.	Programme on Finance for Non-Finance Executives of EXIM Bank Venue: Mumbai	30	Feb 05-06,2016	Middle & Senior Management	Dr Vijay Khanna
189.	Orientation to Credit for Indian Bank Officers	22	Feb 15-25,2016	Probationary Officers	Dr G Nagaraju & Dr V S Kaveri
190.	Orientation to Credit for Indian Bank Officers	33	Feb 15-25,2016	Probationary Officers	Dr S V Kuvalekar
191.	Orientation to Credit for Indian Bank Officers	33	Feb 29-Mar 10,2016	Probationary Officers	Dr Gargi Sanati & Dr V S Kaveri
192.	Orientation to Credit for Indian Bank Officers	29	Feb 29-Mar 10,2016	Probationary Officers	Dr S V Kuvalekar
193.	Advanced Programme on Card Payment System (with NPCI)	20	Mar 14-18,2016	Middle and Senior Officials working in the field of Cards from departments like Transaction Banking and Information Technology	Dr Deepankar Roy
Total		5003			

Post Graduate Diploma in Management (Banking & Financial Services) PGDM (B&FS)

Dr Achintan Bhattacharya: Director, Dean-Education & Principal

Introduction

The financial sector has undergone rapid structural changes due to globalization, deregulation, product innovation and emergence of new business models, which have created manpower challenges and an urgent need for a new genre of management professionals. In order to address these needs, NIBM had launched a one-year Post-Graduate Programme in Banking and Finance (PGPBF) in 2003. Encouraged by the overwhelming response from the industry, the course migrated to a two-year format in 2009, with greater specialization in Banking and Finance. It received AICTE approval in 2013 and was renamed as Post-Graduate Diploma in Management (Banking and Financial Services) or PGDM (B&FS).

The two-year PGDM (B&FS) is designed to be a contemporary, rigorous and innovative programme for management education in banking and finance. It provides a thorough grounding in foundational subjects, imparts advanced training on analytical skills, and builds a holistic perspective on the financial services' industry. It also equips the students with a keen appreciation of the business challenges in the financial services' industry and prepares them for coveted managerial roles. As a result, banks and financial institutions have always placed our students in key domains like credit appraisal and management, investment and treasury operations, trade finance, foreign exchange, and risk management.

Admission to PGDM (B&FS) 2015-17

Around one thousand applicants who had appeared for the Common Admission Test (CAT) 2014, conducted by the IIMs, ATMA (February 2015) and CMAT conducted by AICTE in (February 2015), had applied for admission to PGDM (B&FS) 2015-17. On the basis of the performance in the CAT/ATMA/CMAT, 444 candidates were short-listed and called for Group Discussion and Personal Interview (GDPI) at Pune, Mumbai, Delhi, Kolkata, Bangalore and Lucknow. Panels were formed for GD and PI and all the candidates had to go through both the processes. The GDPI panels consisted of NIBM faculty members and senior bankers. The final selection of the candidates was based on multiple criteria such as the CAT/ATMA/CMAT scores, GDPI scores, Psychometric Test, academic achievements, work experience, and extra-curricular activities.

Student Profile

The batch of PGDM 2015-17 consists of 56 graduates from open category, with some of them having an experience of 1-2 years' in different industries. While selecting the candidates, emphasis has been on a diversity of academic background. Therefore, students admitted to the programme are from varied disciplines like arts, commerce, science and engineering. They demonstrate high levels of initiative and energy, capacity for hard work, strong task orientation, willingness to learn, propensity to teamwork, and a passion to excel.

Curriculum

The curriculum covers a broad range of topics related to management of banks and financial institutions. It is designed to progress from foundational inputs on finance, economics, operations, quantitative analysis, organizational behaviour and general management to core concepts in banking systems and products, asset and liability management, credit appraisal and management, risk management, treasury and investment management, international banking and forex management, bank regulation, leadership, and strategic management. The students are also equipped with computing skills that are essential for managers in the financial services' industry.

The programme includes six terms of course work spread over two years, with a summer internship component at the end of the 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.

Method of Instruction

The methods of instruction 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 for many courses.

Banker-Student Interaction

The Institute provides a unique learning opportunity to the 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 and also provides further learning avenues from experience sharing.

Guest Lectures

Dignitaries from the entire gamut of finance and banking industry visit the campus and enlighten the students with their perspectives on contemporary topics and relevant banking and finance issues. These include top management and practitioners from the Reserve Bank of India, Indian public and private sector banks, financial institutions and the corporate world. They form an integral source of learning for the students.

The students also experienced summer internships of eight weeks' duration as part of the course curriculum. The objective is to expose students to the dynamics of an organization and to integrate classroom learning with practical experience. This apart, the students 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 senior bank executives and members of faculty.

In order to imbibe a sense of social responsibility as also understanding social issues, a Social Development Project was undertaken by the students of the 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.

Evaluation

Evaluation is a continuous process and the faculty use different instruments like tests, quizzes (impromptu and announced), home assignments, term reports, individual as well as group exercises, classroom participation, problem-solving exercises using computers, etc. to evaluate the students.

Besides, the mid-term and term-end examinations are integral parts of 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 course. Based on the letter grades, Cumulative Grade Point Average (CGPA) is calculated. The students are issued grade cards for each term.

Placements

The PGDM (B&FS) students are fully prepared for working in the competitive corporate world through this package of rigorous course curriculum, continuous evaluation and project work in various organizations. By design, this programme facilitates placement of candidates in banks, financial institutions, non-banking financial companies and finance departments of corporate entities and IT companies. The Institute actively pursues placement efforts in collaboration with the Placement Committee of students and faculty advisors by inviting prospective employers to the campus.

Placements have been 100 per cent since the very inception of the course. Organizations which have come for campus interviews in the past include 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.

NIBM continued the tradition of 100 per cent placement, for the fifty-eight students in the PGDM (2014-16) batch. Twelve banks and financial institutions recruited from the campus. They are: (i) State Bank of India (ii) ICICI Bank (iii) HDFC Bank (iv) Axis Bank (v) KPMG (vi) Deloitte (vii) Federal Bank (viii) ICRA Management Consulting Services (ix) TCS (x) Wipro (xi) Janalakshmi Financial Services and (xii) National Payments Corporation of India. Students were recruited across all the major verticals, i.e. risk management, treasury, credit appraisal, finance and accounts, international banking incl. trade finance and customer relationship management.

The 2014-16 batch consisted of 58 students. The students have been placed in private banks, consultancy firms, investment services companies, NBFCs and other prominent financial institutions providing services of payment, clearing, micro-finance, asset reconstruction, etc. The roles offered are in risk management, credit management, treasury and forex operations, trade finance operations, business relationship development, branch management, compliance, and recovery. The highest and average CTC per annum offered were Rs.13 lakh and Rs.8.5 lakh respectively.

Convocation

In the past, 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, Shri K V Kamath, Dr Raghuram G Rajan, Shri Uday Kotak and Dr Arvind Subramanian have graced the occasion as Chief Guests of the convocation.

The convocation of the 2014-16 batch for the award of the diploma and presentation of merit awards was held on April 20, 2016. Dr Raghuram G Rajan, Governor, Reserve Bank of India and Chairman, NIBM Governing Board, presided over the convocation. Shri Vinod Rai, Chairman, Banks Board Bureau graced the occasion as the Chief Guest and delivered the Convocation Address. Shri Rai also presented each of the top five meritorious students of the 2014-16 batch a Gold Medal for Academic Excellence.

Five NIBM member banks had sponsored the following gold medals:

1. The Bank of Baroda Gold Medal for Academic Excellence to Ms Nandini Kashyap
2. The Canara Bank Gold Medal for Academic Excellence to Shri Ravi N S
3. The Union Bank of India Gold Medal for Academic Excellence to Ms Mini Garg
4. The Indian Bank Gold Medal for Academic Excellence to Shri Roopesh Gunda
5. The Bank of Maharashtra Gold Medal for Academic Excellence to Shri Gaurav Maheshwari

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 44 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. XLIV (Nos. 1-4, 2015-16) of Prajnan contained 15 research papers. The journal also published reviews of seven books received from various publishers.

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

<i>Issues</i>	<i>Papers</i>	<i>Book Reviews</i>
April-June 2014	4	2
July-September 2014	3	1
October-December 2014	4	1
January-March 2015	4	2
	15	7

Some of the research papers published in the four issues of Prajnan included the Efficiency Analysis of Central Cooperative Banks in Punjab by Ravi Inder Singh, Determinants of SMEs' Satisfaction with Export Credit Delivery System by Manpreet Kaur and Fulbag Singh, a Focus on Corporate Ownership Patterns and Firm Performance with evidence from BSE 500 firms in India by Srividhya Raju Sridharan and Medha Joshi, Performance of Kisan Credit Card in Tripura, Income Diversification and Earnings' Volatility by Joyeeta Deb and Gautam Sen, Listing of Bank Nifty on Futures Segment of NSE and its Impact on Spot Market Volatility by VDMV Lakshmi and Medha Joshi, etc.

Prajnan was published under the editorship of Dr Arindam Bandyopadhyay with Dr Alka Vaidya and Prof Navneet Kaur as editorial committee members.

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, thus enabling bankers at any level to grasp the subject matter easily.

The four issues published during the period April 2015 to March 2016 covered various topics related to 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, 15 articles were published during the year.

Among the several articles was an Analysis of India's Macro-economic Performance authored by Jiji T Mathew that analysed the behaviour of important macro-economic indicators in India and examined the distinct features of five different phases through which the economy evolved during 2003-13. In an article by Ratna Barua, Malabika Roy and Ajitava Raychaudhuri, the focus was on Basel Regulatory Capital Norms. Meanwhile, the editorial coverage in these issues of Vinimaya extended to such subjects as Financial Inclusion in India in an article by M S Phogat, Implications of Credit Analysis in banks on adoption of Indian Accounting Standards by Vijay Khanna, Global Financial Crisis and the Regulation of Credit Rating Business by Sanhita Athavale and Arnab Kumar Chowdhury, and best Practices for Group Mode of Financing by P Selvaraj, among others.

The April-June 2015 was published under the editorship of Dr Deepa Mazumdar with Dr M Manickraj, Dr Jiji Mathew and Dr Shomi Srivastava as editorial team members while the later three issues were edited by Dr Kaushik Mukerjee with Dr Jiji Mathew and Dr Sarita Bhatnagar as editorial team members.

C. Monographs Published in 2015-16

1. Compendium of Published Papers and Conference Presentations: 2015-16 *– NIBM Faculty*

The Institute encourages 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 at 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 2015-16.

Monograph: 2016, 189 pages.

2. Compilation on Basel III Standards: Concepts, Issues and Challenges *– edited by Prof Sanjay Basu and Prof Tasneem Chherawala* *(in collaboration with ASSOCHAM)*

The Basel III guidelines propose very stringent risk based capital rules and introduce minimum leverage and liquidity standards for the global banking community. The framework has been introduced in many countries, including India. The focus of these regulations is on enhancing core capital, stock of high quality liquid assets and stable sources of funds. The basic purpose is to improve the resilience of the banking sector to financial and economic stress episodes.

It is widely acknowledged that Basel III will significantly affect business strategies in banks and pose many challenges for managing portfolio mix, capital, liquidity and profitability. It will also have serious implications for their disclosure requirements. In this context, NIBM collaborated, as the knowledge partner, with ASSOCHAM to release a book on Basel III. It presents the salient features of Basel III and discusses their implications on growth and profitability for Banks and Financial Institutions, with special reference to India. The book was launched in a joint National Conference on Basel III, on 31st August 2015, which was graced by senior and top executives from banks and RBI.

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 1.4.2015 to 31.3.2018.

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. School of Executive Education (ExecEd), Manila, Philippines.
3. Indian Institute of Banking and Finance, Mumbai.
4. Institute for Development and Research in Banking Technology, Hyderabad.
5. National Payments Corporation of India, Mumbai.
6. Centre for International Cooperation and Training in Agricultural Banking (CICTAB), Pune.
7. The Associated Chambers of Commerce and Industry of India (ASSOCHAM)

D. International Programmes Sponsored by the Ministry of External Affairs, Government of India

NIBM conducted three programmes sponsored by the Ministry of External Affairs under the Government of India fellowship, *viz.* Colombo Plan (CP), Special Commonwealth African Assistance Plan (SCAAP), Indian Technical and Economic Cooperation Programme (ITEC), etc.

1. International Programme on Asset and Liability Management in Banks and Financial Institutions, September 21-October 03, 2015 – Prof Sanjay Basu & Dr S V Kuvalekar
2. International Programme on Corporate Governance and Leadership for Top Executives from Financial Systems, December 14-18,2015 – Dr Kaushik Mukerjee & Dr K Srinivasa Rao
3. International Programme in Bank Financial Management, January 04-16,2016 – Dr S V Kuvalekar & Dr K Ramesha
4. International Programme in Bank Finance, March 07-19,2016 – Prof Tasneem Chherawala & Dr Smita Roy Trivedi

E. 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.
8. Pune International Centre.*
9. Mahratta Chamber of Commerce Industries & Agriculture

* Life Member

F. 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
3. Member, Education & Training Committee, Indian Institute of Banking and Finance, Mumbai
4. Member, Examination Committee, Indian Institute of Banking and Finance, Mumbai
5. Member, Ministry of Finance (GOI) Committee to discuss the process to Incentivise Credit or Debit Card Transaction and Disincentivise Cash Transaction, March 2015
6. Member of AICTE – Member of Standing Committee of a Policy - guideline for speedy/ smooth release of Joint FDR/RPGF to the Institutions/Societies etc. - July 2015
7. Member of Centre for Professional Excellence in Cooperatives (CPEC) of Accreditation Board - Bankers Institute of Rural Development, Lucknow – July 2015
8. Member of the Committee on Banking & Insurance, Institute of Cost Accountants of India – Kolkata August 14, 2015
9. Member of PGDM Academic Committee – Vaikunth Mehta National Institute of Co-operative Management, Pune – August 19, 2015

G. NIBM Faculty were Associated with the Following Organizations

1. **K Srinivasa Rao:** Examiner: MS University Baroda for M.Com papers on : Bank Management, Rural Banking and Micro Finance, Financial Markets and Services.
2. **Dr V K Khanna:** Fellow Member of the Institute of Chartered Accountants of India
3. **Dr Kaushik Mukerjee:** PhD Guide, Symbiosis International University
4. **Dr Arindam Bandyopadhyay:** (a) Member of Editorial Board of International Journal of Research & Methodology in Social Sciences (IJRMSS), (b) Editor, PRAJNAN-Journal of Social & Management Sciences
5. **Dr Ashutosh Kumar Tripathi:** (a) Member Academic Advisory Committee - FLAME Case Conference 2016 (b) Panelist in South Asia Regional Consultation meet on Agriculture and Food Systems on 11-12 February, 2016 at New Delhi.
6. **Dr Sarita Bhatnagar:** Ph.D. Guide with Janardan Rai Nagar Rajasthan Vidyapeeth University, Udaipur, Rajasthan; and Pacific Academy of Higher Education and Research University, Udaipur, Rajasthan.
6. **Dr Kedar nath Mukherjee:** Recognized Ph.D. Guide at NIBM (as a Research Centre), University of Pune/Financial Management Department.
7. **Dr S V Kuvalekar:** Member of Governing Board of Indian Institute of Bank Management (IIBM), Guwahati, Assam
8. **Dr K Ramesha:** (a) Director (non-executive), Union Bank of India (b) Board Member, Southern India Staff Training College (c) Ph.D., Guide, Savitribai Phule Pune University, Pune (d) Ph.D., Guide, BITS Pilani, External Subject Expert, Canara Bank Chair Professor, Karnataka University, Dharwad, Karnataka.
9. **Dr Richa Verma Bajaj:** Recongnized Ph.D., Guide, Savitribai Phule Pune University, Pune.
10. **Dr G Nagaraju:** Ph.D., Guide, Savitribai Phule Pune University, Pune in the area of Financial Management

Other Activities

A. Library

Books

With the addition of 731 books to the library the general collection stands at 67,651. With 3,589 reports in the Rand Corporation Collection, the total number of books has reached 71,240. Another 388 bound volumes were added, taking the collection of bound volumes to 14,455 by the end of March 2016.

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 5790 Working Papers/Occasional Papers/Economic Papers from various banks/institutions/foreign organizations.

Periodicals

The library received 197 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	62	72	134
Exchange	-	-		30	8	38
Complimentary	-	-		13	4	17
	13	+	1	=	14	
	105	+	84	=	189	

In addition, the library received 20 economic bulletins published by Indian as well as foreign banks, 30 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 2955 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. CMIE ProwessIQ database
4. Cogencis data terminals
5. EBSCO Business Source Complete Database
6. EPWRF India Time Series database
7. IMF eLibrary
8. J-Gate Management Sciences
9. JSTOR
10. 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 consist 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 is rendering 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

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 Dell, HP servers with operating systems like Windows Server 2012, Windows Server 2008, Windows Server 2003, Red Hat Enterprise Linux, Novell NetWare to which around 250 nodes of NIBM's Local Area Network are connected. NIBM is in the second phase of implementing ERP Solution for ease of office operations and a step towards paperless office.

Various software packages like Oracle 9i, SPSS, MATLAB, @Risk, Ace Equity, etc. are available to the users through servers.

Latest Intel-i7Laptops with all multi-media capabilities are provided to the faculty members. Other administrative staff is equipped with Intel-i3 and Intel-i5 Desktops.

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 Intel-i5/i3 Desktops, Projection & Sound Systems and are being extensively used for demonstration/hands-on sessions for the training programmes and PGDM students. Internet access is available in both the computer labs. Desktop Computers with internet connectivity are provided in the Hostel Premises also for ease of computing facility to participants. NIBM has recently made its campus WiFi-enabled to facilitate 24x7 WiFi Internet to all its participants, PGDM Students and employees of the Institute - in the Office area as well in the Residential premises of the NIBM Campus. Computer Labs are available to the participants and students between 9.00 am to 5.30 pm on all working days.

C. Medicare Facilities

Allopathic medicare is provided on the campus to residents and participants stressing prognostic and preventive diagnosis and holistic treatment of health problems. While emergencies are taken care of by doctors in the Campus, patients are also directed to approved hospitals with which the Institute has medicare tie-ups.

Annexures

Organizationwise Number of Participants: 2015–16

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
A. RESERVE BANK OF INDIA		D. PRIVATE SECTOR BANKS	
1. Reserve Bank of India	36	1. Axis Bank Ltd	26
2. College of Agricultural Banking	2	2. Bandhan Bank	1
Sub-Total	38	3. Bharatiya Mahila Bank	2
B STATE BANK GROUP		4. City Union Bank Ltd.	9
1. State Bank of Bikaner and Jaipur	38	5. DCB Bank Ltd	3
2. State Bank of Hyderabad	19	6. Dhanlakshmi Bank Ltd.	1
3. State Bank of India	89	7. Export Import Bank of India	43
4. State Bank of Mysore	13	8. HDFC Bank Ltd.	15
5. State Bank of Patiala	17	9. ICICI Bank Ltd.	6
6. State Bank of Travancore	55	10. IDBI Bank Ltd.	38
Sub-Total	231	11. Karnataka Bank Ltd.	20
C NATIONALIZED BANKS		12. Kotak Mahindra Bank Ltd.	3
1. Allahabad Bank	39	13. RBL Bank Ltd.	8
2. Andhra Bank	50	14. Tamilnad Mercantile Bank Ltd.	16
3. Bank of Baroda	106	15. The Catholic Syrian Bank Ltd.	1
4. Bank of India	59	16. The Federal Bank Ltd.	26
5. Bank of Maharashtra	61	17. The ING-Vysya Bank Ltd.	1
6. Baroda Apex Academy	1	18. The Jammu & Kashmir Bank Ltd.	79
7. Canara Bank	93	19. The Karur Vysya Bank Ltd.	66
8. Central Bank of India	131	20. The Lakshmi Vilas Bank Ltd.	6
9. Corporation Bank	299	21. The Nainital Bank Ltd.	3
10. Dena Bank	28	22. The South Indian Bank Ltd.	23
11. Indian Bank	1378	23. YES Bank Ltd.	43
12. Indian Overseas Bank	60	Sub-Total	439
13. Oriental Bank of Commerce	75	E. COOPERATIVE BANKS	
14. Punjab and Sind Bank	9	1. Abhyudaya Co-operative Bank Ltd.	1
15. Punjab National Bank	353	2. Bassein Catholic Co-op Bank Ltd.	7
16. Syndicate Bank	113	3. Citizencredit Co-op Bank Ltd	1
17. Syndicate Institute of Bank Management	1	4. Dombivili Nagari Sahakari Bank Ltd	3
18. UCO Bank	80	5. GP Prasik Janata Sahakari Bank Ltd.	2
19. Union Bank of India	92	6. Himachal Pradesh State Co-op. Bank Ltd.	3
20. United Bank of India	95	7. Janakalyan Sahakari Bank Ltd	2
21. Vijaya Bank	30		
Sub-Total	3153		

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
8. Kalupur Commercial Co-op Bank Ltd	1	4. DBS Bank Ltd	9
9. Kerala St. Co-op Agri & Rural Dev Bank Ltd	1	5. J P Morgan Chase Bank N A	1
10. Saraswat Co-op.Bank Ltd.	5	6. Mashreq Bank PSC	4
11. SVC Co-op. Bank Ltd.	7	7. Mashreq Bank PSC	3
12. The Bharat Co-op Bank (Mumbai) Ltd	1	8. Mizuho Bank	1
13. The Kangra Central Co-op. Bank Ltd.	11	9. Mizuho Corporate Bank Ltd	1
14. The Saraswat Co-op Bank Ltd	7	10. Sumitomo Mitsui Banking Corporation	7
15. Thrissur District Co-operative Bank Ltd.	1	11. The Bank of Tokyo Mitsubishi UFJ Ltd	2
16. TJSB Sahakari Bank Ltd	125	12. The Royal Bank of Scotland N.V	11
Sub-Total	178	13. A B Bank Ltd	1
F. REGIONAL RURAL BANKS		Sub-Total	51
1. Andhra Pragati Grameena Bank	4	I. FOREIGN BANKS (OUTSIDE INDIA)	
2. Baroda U P Gramin Bank	1	1. Agrani Bank Ltd	1
3. Himachal Pradesh Gramin Bank	1	2. Agricultural Development Bank Ltd.	1
4. Karnataka Vikas Grameena Bank	1	3. Agricultural Development Bank Ltd.	4
5. Kerala Gramin Bank	7	4. Akhand Deed Saving & Credit Ltd.	1
6. Madhya Bihar Gramin Bank	1	5. Azizi Bank	2
7. Narmada Jhabua Gramin Bank	2	6. Banco Agricola SA	2
8. Pragathi Krishna Gramin Bank	4	7. Banco Central de Honduras	1
9. Prathama Bank	1	8. Banco Central del Paraguay	1
10. Punjab Gramin Bank	1	9. Bangladesh Bank	153
11. Saurashtra Gramin Bank	2	10. Bangladesh Institute of Bank Management	2
12. Utkal Grameen Bank	1	11. Bangladesh Krishi Bank	1
Sub-Total	26	12. Bank Al Maghrib, Morocco	1
G. FINANCIAL INSTITUTIONS		13. Bank Asia Ltd.	2
1. Exim Bank of India	2	14. Bank of Bhutan Ltd	4
2. IFCI Ltd.	3	15. Bank of Ceylon	3
3. National Bank for Agriculture & Rural Development (NABARD)	29	16. Bank of Ceylon	19
4. National Insurance Company Ltd.	2	17. Bank of Ghana	3
5. Securities Exchange Board of India (SEBI)	1	18. Bank of Kathmandu Ltd.	1
6. Small Industries Dev.Bank of India (SIDBI)	14	19. Bank of Moscow	1
7. STCI Finance Ltd.	1	20. Bank of the Republic of Burundi	1
Sub-Total	52	21. Bank of Uganda	1
H. FOREIGN BANKS (IN INDIA)		22. Basic Bank Ltd	1
1. ANZ Bank	6	23. Belgazprombank, Belarus	1
2. Bank of Bahrain & Kuwait BSC	3	24. Bhalakhark Saving and Credit Co.op. Ltd.	1
3. Credit Agricole CIB	2	25. Bhutan Development Bank Ltd	1
		26. Bhutan Development Bank Ltd	12

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
27. Bhutan National Bank Ltd	2	64. Ishkoshim Free Economic Zone (FEZ, Ishkoshim)	1
28. Bishnu Darshan Group	1	65. Islami Bank Bangladesh Ltd.	3
29. BRAC Bank Ltd.	14	66. Janakalyan SACCOS	1
30. Business Opportunity & Information Centre	2	67. Janata Bank Limited	106
31. Central Bank of Afghanistan	1	68. Jordan Post Company	1
32. Central Bank of Honduras	1	69. JSC Belagroprombank	1
33. Central Bank of Kenya	1	70. Kilinochchi Palm Development Co.op. Society Ltd.	1
34. Central Bank of Sri Lanka	2	71. LankaBangla Fin. Ltd	2
35. Citizens Bank International Ltd.	5	72. Laxmi Bank Ltd	3
36. Civil Bank Ltd.	3	73. Lima Stock Exchange	1
37. Co-op. Rural Bank (Hatton Dickoya M P C S)	4	74. Lumbini Savings & Credit Co-op. Ltd.	1
38. Commercial Bank of Ceylon - PLC	2	75. Matrishakti SACCOS	2
39. Commercial Bank of Ethiopia	1	76. Merchant Bank of Sri Lanka - PLC	4
40. DAI	1	77. Min. of Finance	1
41. Da Afganistan Bank	6	78. Min.of Fin. Serv. Good Governance & Inst. Reforms	2
42. Department of Finance	1	79. Ministry of Finance, Indonesia	1
43. Development Bank of the Philippines	2	80. Ministry of Finance, Ukraine	2
44. DFCC Bank PLC	1	81. Mutual Trust Bank Ltd.	3
45. Dhaka Bank Ltd	1	82. National Bank Ltd, Bangladesh	1
46. Diamond Trust Bank Tanzania Limited	4	83. National Bank of Cambodia	4
47. Divya Darshan SACCOS	1	84. National Bank of Oman	1
48. Dutch Bangla Bank Ltd.	1	85. National Bank of the Kyrgyz Republic	1
49. Eastern Bank Ltd.	9	86. National Commercial Bank Ltd.	1
50. Export Import Bank of Bangladesh Ltd	1	87. National Savings Bank, Sri Lanka	2
51. Federal Board of Supreme Audit	4	88. NB Bank Ltd.	1
52. Fiji Development Bank	3	89. Nepal Bank Ltd	28
53. First National Bank	1	90. Nepal Federation of Savings & Credit Co-op. Union's Ltd. (NEFSCUN)	4
54. First Security Islami Bank Ltd.	1	91. Nepal Investment Bank Ltd	6
55. Foreign Trade Bank of DPRK	2	92. Nepal Rastra Bank	4
56. Ghazanfar Bank	4	93. Nepal SBI Bank Ltd	2
57. Global IME Bank Ltd	3	94. New Talawakelle M.P.C.S.	1
58. Hamro Prayas SACCOS	1	95. NMB Bank Ltd	1
59. Himalayan Bank Ltd.	1	96. NRB Commercial Bank Ltd.	1
60. HSBC	1		
61. IFIC Bank Ltd.	14		
62. Investment Corporation of Bangladesh	2		
63. Ipoteka Bank	1		

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
97. Oddusuddan Palm Resores Development Co-op. Society	1	132. Superintendency of Bkg. Insurance Co.& Pvt Pension Funds	3
98. Pan Asia Banking Corporation PLC	5	133. Tajik State University of Commerce	1
99. People's Bank	10	134. The City Bank Ltd.	3
100. Peoples Bank of Zanzibar Ltd.	1	135. The Premier Bank Ltd.	1
101. Philippine Deposit Insurance Corporation	1	136. Thunukkai Palm Development Co-op. Society	1
102. Prime Bank Ltd.	3	137. Upasana Woman Saving & Credit Co-operative	1
103. PRONABEC – Public - SECRES	1	138. Uttara Bank Ltd.	18
104. Pubali Bank Ltd.	1	139. Vavuniya District Thrift & Credit Co-op. Societies Union Ltd.	1
105. Public Service Pensions Fund	1	140. Visuvamadu Farmer's MPCSLtd.	2
106. Rastriya Banijya Bank	2	Sub-Total	666
107. Regional Development Bank, Sri Lanka	3	J. OTHER CENTRAL/STATE GOVT. BODIES	
108. Republic Bank of Suriname	1	1. Comptroller & Auditor General of India	1
109. Royal Micro-Finance Bank Ltd., Nigeria	1	2. Dept of Posts	1
110. Rupali Bank Ltd.	18	3. Indian Statistical Service (ISS)	20
111. Sampath Bank PLC	1	4. Pension Fund Regulatory & Development Authority (PFRDA)	1
112. Samuhik Bikash SACCOS	1	Sub-Total	23
113. Sana Kisan Bikas Bank Ltd.	1	K. NON-BANKING FINANCE COMPANIES	
114. Sanima Bank Ltd	6	1. Asset Reconstruction Company (India) Ltd.	4
115. Saptadev Saving and Credit Co-operative Ltd.	1	2. BOB Capital Markets Ltd	1
116. Savings & Credit Co-op. Union	2	3. India Infrastructure Finance Co. Ltd.	9
117. SBM Bank (Mauritius) Ltd.	1	4. L & T Infrastructure Fin Co Ltd	2
118. Shahjalal Islami Bank Ltd.	1	5. Life Insurance Corpn of India	1
119. Siddhartha Bank Ltd	25	6. National Housing Bank	3
120. Small Farmers Development Bank Ltd	2	7. National Institute of Securities Markets	1
121. Social Islami Bank Ltd.	1	8. National Insurance Co Ltd	1
122. Sociedad de Ahorroy Credito Multivalores	1	9. North Eastern Development Fin. Corpn. Ltd.(NEDFi)	4
123. Sonali Bank Ltd	5	10. Power Finance Corporation Ltd.	1
124. Southeast Bank Ltd	1	11. Resurgent India Ltd.	2
125. Standard Bank Ltd.	2	12. SBI Capital Markets Ltd	10
126. Standard Chartered Bank	2	13. The Oriental Insurance Co.Ltd.	2
127. Standard Chartered Bank Nepal Ltd	1	14. Tourism Fin. Corpn. of India Ltd.	1
128. State Mortgage & Investment Bank	3	15. United India Insurance Co.Ltd.	2
129. Sunrise Bank Ltd	1	Sub-Total	44
130. Sunrise Bank Ltd	7		
131. Superintendence of Financial System, El Salvador	1		

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
L OTHER ORGANIZATIONS			
1. ANZ Operations & Technology Pvt Ltd	11	18. Ministry of Planning Coordination, Argentina	1
2. Asset Care & Reconstruction Enterprise Ltd.	1	19. Ministry of Women, Children & Poverty Allevation	1
3. B Prakash & Associate	1	20. Mohana Lal Jhadi Chhetra Saccos	1
4. Bahuaayamik Krishi Saving & Credit Saccos	1	21. Nabodit Saccos	1
5. Bankers Institute of Rural Development (BIRD)	1	22. National Payments Corporation of India	30
6. Clearcorp Dealing Systems (I) Ltd	1	23. National Pension System Trust	1
7. Federation of Thrift & Credit Cooperative Societies Ltd., Sri Lanka	1	24. National Youth Co-operative Soc. Ltd., Sri Lanka	1
8. Health Services and Credit Society Ltd., Sri Lanka	5	25. O'zavtosanoat-Leasing LLC	1
9. IBM India Pvt. Ltd.	1	26. SAS R&D India Pvt. Ltd.	1
10. Indian Banks' Association	4	27. SBI DFHI Ltd	3
11. Indian Institute of Banking & Finance	1	28. SBI Gen Insurance Co Ltd	1
12. Individual Nomination	3	29. Shell Poland	1
13. Individual Nominee	1	30. Societe Generale	2
14. Institue of Banking Personnel Selection	1	31. Southern India Banks' Staff Traning Collage	1
15. International ARC Pvt. Ltd.	1	32. Swabalambi Saving and Credit Co-op. Bank., Nepal	1
16. Kakkele Sansa Society	1	33. Tata Capital Financial Ser. Ltd	4
17. Ministry of Finance of the Kyrgyz Republic	1	34. The Clearing Corporation of India Ltd.	15
		Sub-Total	102
Grand Total Number of Participants 5003			

Countrywise Number of Foreign Participants: 2015–16

<i>Country</i>	<i>No. of Participants</i>	<i>Country</i>	<i>No. of Participants</i>
1. Afghanistan	13	21. Morocco	1
2. Argentina	1	22. Nepal	130
3. Bangladesh	375	23. Nigeria	1
4. Belarus	2	24. Oman	1
5. Bhutan	21	25. Paraguay	1
6. Burundi	1	26. Peru	5
7. Cambodia	4	27. Philippines	4
8. El Salvador	4	28. Poland	1
9. Ethiopia	1	29. Russian Federation	1
10. Fiji	4	30. South Africa	1
11. Ghana	3	31. Sri Lanka	74
12. Honduras	2	32. Suriname	1
13. Indonesia	1	33. Tajikistan	2
14. Iraq	4	34. Tanzania, United Republic Of	5
15. Jordan	1	35. Uganda	1
16. Kenya	1	36. Ukraine	2
17. Korea, Democratic People's Republic of Korea	2	37. United States	1
18. Kyrgyzstan	2	38. Uzbekistan	2
19. Lesotho	1	39. Zambia	1
20. Mauritius	3		
Total Number of Participants		681	

Papers/Articles Published and Papers Presented by the Faculty: 2015–16

A. Published Papers and Articles

(i) Australian Business Deans Council (ABDC) Rated Peer-reviewed Journals

1. **Anjan Roy** (2016), "Low RWA but High GNPA? Risk Performance of Some Indian Banks under Basel II-SA", *Risk Management in Financial Institutions*, Henry Stewart Publications, Vol. 9, No.1.
2. **Arindam Bandyopadhyay**, "Factors Determining Capital Structure and Corporate Performance in India: Studying the Business Cycle Effects" (first author), *The Quarterly Review of Economics and Finance (QREF)*, Vol. 61 (2016), pp 160-172, Elsevier, This journal is published for the Bureau of Economics and Business Research, University of Illinois at Urbana-Champaign.
3. **B S Pawar** (2015), "Some Features of Organizational Behaviour Knowledge and the Resulting Issues in Teaching Organizational Behaviour", *The International Journal of Management Education*, 13: 289-301.
4. **B S Pawar** (2015), "Enhancing Research-Teaching Link in Organizational Behavior: Illustration through an Actual Example", *The International Journal of Management Education*, 13: 326-336.
5. **Dhananjay Bapat** (2015) "Assessment of Business Strategy- Implications for Indian Banks" (coauthor), *Journal of Strategy and Management*, Emerald Publications, Vol. 8, No. 4, October 2015, pp. 306-325.
6. **Deepa Mazumdar** (2015) "Assessment of Business Strategy- Implications for Indian Banks" (coauthor), *Journal of Strategy and Management*, Emerald Publications, Vol. 8, No. 4, October 2015, pp. 306-25.
7. **Dhananjay Bapat** (2015), "Primary Bank as a Measure of Brand Loyalty: An Empirical Study in Indian Retail Banking Context", *Journal of Services Research*, Vol. 15, No. 1, April - September 2015, pp. 57-71.
8. **Dhananjay Bapat** (2015), "The Electronic Banking Revolution in India" (coauthor), *Journal of Internet Banking and Commerce*, Vol. 20, No. 2, pp. 1-5.
9. **K Ramesha** (2015), "Macro-economic Determinants of Financial Stability in a Business Cycle - Evidence from India" (coauthor), *Asian-African Journal of Economics and Econometrics*, Vol. 15, No.2, 2015.
10. **Ashutosh Kumar Tripathi**, "Credit for Agricultural Households in India: Growing Inequities", *Journal of Asian and African Studies*, Published online before print December 23, 2015, doi: 10.1177/0021909615618983, Impact Factor: 0.269.

(ii) Other Publications

11. **Naveen Kumar K**, "Governance and Management of Common Property Resources: An Analysis on Community Participation in Sustainable Village Development in India", *Journal of Land and Rural Studies*, SAGE Publication, 3 (2), pp. 187-202, July, 2015-16.
12. **K Srinivasa Rao**, "Strategic Thrust on MSME Lending", *IBA Journal*, May 2015
13. **K Srinivasa Rao**, "Work on NPAs – Asset Quality", *IBA Journal*, August 2015
14. **K Srinivasa Rao**, "Next Phase of Transformation in Banks", *IBA Journal*, January 2016
15. **K Srinivasa Rao**, "Analysis of Union Budget FY16", *Vinimaya*, Vol XXXVI, No 1, April-June 2015
16. **K Srinivasa Rao**, "Indradhanush Next Generation", *Vinimaya*, Vol XXXVI, No 2, July-September 2015
17. **K Srinivasa Rao**, "Basel III – Overview", Chapter in Book on Basel III Standards – Concepts, Issues and Challenges, Book compiled by ASSOCHAM & NIBM August, 2015.
18. **M Manickaraj**, "ESDS Software: Financing Next Generation Companies", published in Garg A K, Ray K K, and Mitra S K (Eds), *Cases in Management (Finance, Marketing and HR)*, ET Cases, 2015, pp. 6 – 10.
19. **Vijay K Khanna**, "Ratings of Indian Banks: Progress in Implementation of Risk Based Internal Audit" *Journal of Banking, Information Technology and Management*, Vol 12, No 1, January – June 2015
20. **Vijay K Khanna**, "Capital Structure: Minority Interests and Cross Holdings" (coauthor), Chapter in Book on Basel III Standards – Concepts, Issues and Challenges, Book compiled by ASSOCHAM & NIBM August, 2015.
21. **Vijay K Khanna**, "Implications for Credit Analysis in Banks on Adoption of Indian Accounting Standards (Ind AS converged with IFRS)" *Vinimaya*, Vol XXXVI, No 2, July-September, 2015.
22. **M Manickaraj**, "Capital Structure: Minority Interests and Cross Holdings" (coauthor), Chapter in Book on Basel III Standards – Concepts, Issues and Challenges, Book compiled by ASSOCHAM & NIBM August, 2015.
23. **Kaushik Mukerjee**, "Factors That Contribute Towards Competitive Advantage: A Conceptual Analysis", Peer Reviewed Journal - *IUP Journal of Business Strategy*, Vol. 13, No. 1, pp. 26-39, March 2016.
24. **Dhananjay Bapat** (2015), "Union Experience: Towards Excellence in Retail Banking", *Decision - IIM Calcutta Journal*, Springer Publications, Vol. 42, No. 3, pp. 335-345. (Refereed/peer reviewed, proquest and other Database)
25. **Dhananjay Bapat** (2015), "Understanding Gen Next Customers: Implications for Banks in India", *IUP Journal of Bank Management*, Vol. 14. No. 3, 2015, pp. 7-16. (Refereed/peer reviewed, EBSCO and other database/directory)
26. **Richa Verma Bajaj**, "Operational Risk Capital Estimation under BIA and TSA: A Study of Public Sector and Private Sector Banks in India", *Decision*, IIMC Journal, Springer publication, ISSN 0304-0941, Volume 43, Number 1.
27. **Richa Verma Bajaj**, "Credit Management in Banks in India: Bank-wise Analysis", *Asian Economic Review*, Indian Institute of Economics, Hyderabad, Vol. 57, No. 3, September 2015.

28. **S V Kuvalekar**, "Managing Liquidity Risk in Banks Under Basel III Norm, Approach & Implications" (coauthor), Chapter in Book on Basel III Standards – Concepts, Issues and Challenges, Book compiled by ASSOCHAM & NIBM August, 2015.
29. **R Mahajan**, "Managing Liquidity Risk in Banks Under Basel III Norm, Approach & Implications" (coauthor), Chapter in Book on Basel III Standards – Concepts, Issues and Challenges, Book compiled by ASSOCHAM & NIBM August, 2015.
30. **Navneet Kaur** (2015), "Approaches to Value-at-Risk (VaR)", *Vinimaya*, Vol. XXXVI, No. 3, pp. 53-58.
31. **Anjan Roy** (2016), "Productivity Concerns in Indian Public Sector Banks: A Micro Level Perspective" (coauthor), *Indian Accounting Review*, Indian Accounting Association Research Foundation, Vol. 20, No. 1.
32. **Asish Saha** (2016), "Productivity Concerns in Indian Public Sector Banks: A Micro Level Perspective" (coauthor), *Indian Accounting Review*, Indian Accounting Association Research Foundation, Vol. 20, No. 1.
33. **B S Pawar** (2015), "Leadership Competencies: Some Inputs from Literature for Enhancing Leadership in Indian Banks", *The Journal of Indian Institute of Banking and Finance*, 86(3): 52-59. (an invited article)

B. Conference Presentations

(i) International

1. **Vijay K Khanna**, "Bank Credit to Small Enterprises in India - An Exploratory Commentary" (coauthor), International Conference on Development of MSME's in Bangladesh, Sharing Asian Experiences, held on 6th March, 2016 at South East University, Dhaka, Bangladesh, 5th-6th March, 2016.
2. **K Ramesha**, "Bank Credit to Small Enterprises in India - An Exploratory Commentary" (coauthor), International Conference on Development of MSME's in Bangladesh, Sharing Asian Experiences, held on 6th March, 2016 at South East University, Dhaka, Bangladesh, 5th-6th March, 2016.
3. **Smita Roy Trivedi**, "Impact of Central Bank Intervention in the Foreign Exchange Market: Evidence from India using an Event Study Approach" (coauthor), paper Presented at 27th Annual EAEPE (European Association for Evolutionary Political Economy) Conference 2015, at Genoa, Italy; September 17-19 2015.

(ii) National

4. **Naveen Kumar K**, "Priority Sector Lending by Indian Commercial Banks: Empirical Evidence and Policy Perspectives" (coauthor), presented at Second International Conference on Contemporary Debates in Public Policy and Management, IIM Calcutta, January 15-17, 2016.
5. **Ashutosh Tripathi**, "Priority Sector Lending by Indian Commercial Banks: Empirical Evidence and Policy Perspectives" (coauthor), presented at Second International Conference on Contemporary Debates in Public Policy and Management, IIM Calcutta, January 15-17, 2016.
6. **Vijay K Khanna**, "Performance of Scheduled Urban Cooperative Banks *vis-à-vis* other Bank Groups: A Comparative Analysis" (coauthor), ICA-Asia Pacific Regional Cooperative Research Conference held at VAMNICON, Pune, November 5-6, 2015.

7. **K Ramesha**, "Performance of Scheduled Urban Cooperative Banks *vis-à-vis* other Bank Groups: A Comparative Analysis" (coauthor), ICA-Asia Pacific Regional Cooperative Research Conference held at VAMNICON, Pune, November 5-6, 2015.
8. **Dhananjay Bapat**, "Performance Drivers for Indian Banks", 1 st. Banking Conference organized by IBS, Hyderabad and Gokhale Institute of Politics and Economics, Pune at Hyderabad, 29-30 January, 2016. (The conference was inaugurated by Mr S S Mundra, Deputy Governor, Reserve Bank of India and the paper received the best paper award)
9. **Dhananjay Bapat**, "Examining Loyalty in multi-channel environment for financial services", 3 rd PAN IIM Conference, Indian Institute of Management, Indore, December 15-18, 2015.
10. **Gargi Sanati**, "Conducive Impact of Packing Credit against Short Term Bank Loan in Financing Export: Evidence from India", paper presented in an International Winter conference at Indian Statistical Institute (ISI) Delhi during December 17-19. Also, presented at IGIDR workshop, on January 9, 2016.
11. **K Srinivasa Rao**, "Managing Emerging Risk in Digital Banking", paper presented in an International Conference on Opportunity and Challenges Pertaining to Risk Management in Banks, on January 21-22, 2016

C. Articles/Columns in Newspaper

1. **Ashutosh Kumar Tripathi**, "New Lending Norms will Hurt Small Farmers", *The Hindu Business Line*, December 4, 2015
2. **Ashutosh Kumar Tripathi**, "A Pointless Number Chase", *The Hindu Business Line*, October 7, 2015
3. **Ashutosh Kumar Tripathi**, "Managing Capital Formation in Agriculture", *The Financial Express*, September 14, 2015
4. **Ashutosh Kumar Tripathi**, "Credit for Agricultural Households: Growing Inequity", *The Financial Express*, August 25, 2015
5. **Ashutosh Kumar Tripathi**, "A Policy Failure in Pulses", *The Financial Express*, August 7, 2015
6. **Ashutosh Kumar Tripathi**, "Towards a Second Green Revolution", *The Financial Express*, July 13, 2015
7. **Ashutosh Kumar Tripathi**, "The Rainfall isn't Bad, After All", *The Financial Express*, July 1, 2015
8. **Ashutosh Kumar Tripathi**, "Getting Procurement Price Right", *The Financial Express*, June 9, 2015
9. **Ashutosh Kumar Tripathi**, "Fixing Financial Inclusion", *The Financial Express*, June 5, 2015.
10. **Dhananjay Bapat**, "Curbing Cash in Retail Payments", *Mint and Livemint*, June 25, 2015.
11. **Dhananjay Bapat**, "Can the Postal Bank Make a Difference?", *Financial Express*, July 7, 2015.

Working Papers by the Faculty: 2015–16

1. Case on Financing a Hospital: Credit Appraisal Process – *Dr Elizabeth James*
2. Case on Restructuring of Credit Facilities to Water Treatment Plant – *Dr Elizabeth James*
3. Case on Review with Increase of Fund Based Working Capital: Shree Company Distributors – *Dr Elizabeth James*
4. Case on Financing Mathew Research Institute: Reviewing Existing Credit Facilities for a period of 12 months – *Dr Elizabeth James*
5. Financialisation in the Indian Context: A Re-look at the Firm Level Evidence – *Dr Smita Roy Trivedi*
6. Structural Changes in Bank Credit in India: An Exploration – *Dr G Nagaraju & Dr V K Khanna*
7. Multiple Indicator Approach to Systemic Risk (co-author) – *Prof Sanjay Basu*
8. Countercyclical Capital Buffer – *Prof Sanjay Basu*

Institute Personnel

(as on March 31, 2016)

Dr Achintan Bhattacharya	Director
Faculty	Areas of Interest
Shri Sunil Bakshi	IT Governance, Information Security, Audit & Risk Management
Dr Arindam Bandyopadhyay	Finance; Credit Risk; Corporate Financing Pattern
Dr U A Balasubramanian	HRM and Rural Banking
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 Management
Prof Tasneem Chherawala	Finance
Dr Samar K Datta	Micro-economics, Institutional Economics, Contracts and Negotiations Stakeholder Cooperation, Trade and Competitiveness, Natural Resources Management, Credit, Micro Credit and Micro Insurance
Dr Elizabeth James	Corporate Finance; Working Capital Management; Credit Analysis and Management
Prof Navneet Kaur	Corporate Finance, Financial Accounting, Bank Risk Management
Dr Vijay K Khanna	Financial Accounting; Risk Based Auditing; Corporate Finance
Dr Naveen Kumar K	Development Economics: Development Banking and Finance; Microfinance; Micro-Insurance; Micro-Enterprises Development
Dr S V Kuvalekar	Financial Markets, Investment Banking, Financial Services, Corporate Finance and Accounting
Prof Rajesh Mahajan	Credit and Risk Management
Dr M Manickaraj	Equity Investment Management; Credit Analysis; Financing SMEs; Carbon Finance

Dr Jiji T Mathew	Central Banking and Monetary Policy; Macroeconomic and Financial Market Linkages; Global Financial Markets; Financial Crisis
Dr Deepa Mazumdar	Leadership and Team building; 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 Kaushik Mukerjee	Strategic Management, Corporate & Business Strategy, Customer Focus, Product & Brand Management, CRM
Dr G Nagaraju	Monetary Economics; Macro-Econometric Modelling; International Finance
Dr Badrinarayan Pawar	Organizational Behaviour, Workplace Spirituality, Transformational Leadership, Organizational Justice, OB Interventions for Enhancing Employee Performance and Well being
Prof B A Prabhakar	Treasury and Credit
Dr K Ramesha	Small and Medium Enterprises; Retail Banking
Prof Narayanaswamy Ramani	Corporate Banking, Infrastructure Financing, Management of Bank Lending, NPA Management, Marketing of Credit Products General Banking
Dr K Srinivasa Rao	Micro & Macro Economics, Global Economy, Strategic Planning, Business & Operation Strategy for driving business growth in banks, Leadership Dimension in Managing Banks and Corporate Governance
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	International Banking; Measurement of Bank Profitability; Central bank Intervention in Foreign Exchange Markets; Financing International Trade
Dr Asish Saha [@]	Finance
Dr Gargi Sanati	Macrofinance; International Trade Finance; Foreign Exchange Market; Exchange Arithmetic; Forex Derivatives, Forex Trading
Prof D Sarkar	Banking and Finance
Dr Shomi Srivastava	Human Resource Management; Organizational Behaviour

Prof Kalyan Swarup	Strategic Management; Marketing Management & Service Quality Management
Dr Ashutosh Kumar Tripathi	Agriculture Economics, Micro Finance, Agriculture Labour Market Food Security Livelihood
Dr Alka Vaidya	Data Warehousing; Business Intelligence
Dr Richa Verma Bajaj	Risk Management (Credit and Operational Risk); Credit Management

Research Associates

Ms Priti Katariya	ALM Practices and Issues in the Backdrop of New ALM Guidelines
Shri Sanat Kumar Kar	Risk Management in Banks and Basel International Norms

Administrative Support Personnel

Lt Col Ranvir Singh (Retd)	Head, Administrative Services
Shri John T D	Senior Administrative Officer
Ms Anagha P Kotwal	Accounts Manager
Bhakti R Gole	Library Incharge
Dilip Dhamankar	Programme Officer
Rosamma Peter	Programme Officer – PGDM
Antoniette D'souza	PA to Director
Shainaz Baig	Incharge – Publications

Medical Team

Dr Amit Mazumdar	Medical Advisor
Dr Pallavi Deshpande-Mitra	Resident Medical Officer

@ On Leave with Lien

Visits Abroad by Faculty Members: 2015–16

1. Prof Kalyan Swarup **Dhaka and Colombo**
Promotion of NIBM programmes in Dhaka & Colombo
April 25-30, 2015
2. Prof Tasneem Cherawalla **Dhaka and Colombo**
Promotion of NIBM programmes in Dhaka & Colombo
April 25-30, 2015
3. Prof K Srinivasa Rao **Dhaka and Colombo**
Promotion of NIBM programmes in Dhaka & Colombo
April 25-30, 2015
4. Prof Kalyan Swarup **Dubai**
Executive Development Programme for Middle Management –
Central Bank of India in Dubai
July 26-30, 2015
5. Dr Smita Roy Trivedi **Italy, Geneva**
Paper presentation in Italy, Geneva – 27th Annual EAEPE
Conference
September 17-19, 2015
6. Dr Elizabeth James **Manila**
Advanced Management Programme in collaboration with
Asian Institute of Management - Executive Education &
Lifelong Learning Centre (AIM -EXCELL)
February 23-March 4, 2016
7. Dr Shomi Srivastava **Manila**
Advanced Management Programme in collaboration with
Asian Institute of Management - Executive Education &
Lifelong Learning Centre (AIM -EXCELL)
February 23-March 4, 2016
8. Dr Dhananjay Bapat **Manila**
Advanced Management Programme in collaboration with
Asian Institute of Management - Executive Education &
Lifelong Learning Centre (AIM -EXCELL)
February 29-March 4, 2016
9. Dr Sarita Bhatnagar **Manila**
Advanced Management Programme in collaboration with
Asian Institute of Management - Executive Education &
Lifelong Learning Centre (AIM -EXCELL)
February 29-March 4, 2016

10. Dr S V Kuvalekar
Manila
Advanced Management Programme in collaboration with
Asian Institute of Management - Executive Education &
Lifelong Learning Centre (AIM -EXCELL)
February 29-March 4, 2016
11. Dr Vijay Khanna
Dhaka, Bangladesh
Paper presentation at International Conference of Bangladesh
Institute of Bank Management
March 5-6, 2016
12. Dr K Ramesha
Dhaka, Bangladesh
Conference on MSMEs at Bangladesh , South East University
Dhaka
March 4-7, 2016

Conferences, Seminars and Programmes Attended in India by Faculty Members: 2015–16

1. Dr Achintan Bhattacharya : **Mumbai**
Conference on Financial Inclusion organised by Reserve Bank of India
April 2, 2015

New Delhi
Indian Institute of Public Administration (IIPA), and Department of Consumer Affairs (Government of India)
National Seminar on Financial Services and Consumer Protection – Key Note Address on "Financial Inclusion and Common Man – A Consumer Centric Approach"
May 15, 2015

Mumbai
International Conference on "National Payment Schemes" – Co-Chair Session on Innovation in Payments Systems organised by National Payments Corporation of India (NPCI)
May 22, 2015

Mumbai
Roundtable on Capacity Building in Banks organised by CAFRAL - Remarks on the key recommendations of the report by the members of the Committee on Capacity Building in Banks and Non-Banks
June 18, 2015

Mumbai
FIBAC 2015 organised by Federation of Indian Chambers of Commerce and Industry (FICCI) and Indian Banks' Association (IBA)
August 24, 2015

Mumbai
Inaugurated the NIBM-Assocham National Conference on Basel III Implementation: Challenges for Indian Banking System organised jointly by Assocham and NIBM
August 31, 2015

Pune
Invited as Chief Guest to the "State Level Seminar on Recent Developments in Indian Banking Sector" by Kannada Sangha's Kaveri College of Arts, Science and Commerce
January 23, 2016

Pune

Invited as Chief Guest to the National Seminar on Mahatma Gandhi National rural Employment Guarantee Act (MGNREGA): Problems and Prospects by Poona College of Arts, Science & Commerce
January 29, 2016

Mumbai

Key Speaker in the Plenary session of the 18th Global Conference of actuaries organised by the Institute of Actuaries of India on "Financial Inclusion through Banking and Insurance in India"
February 1-2, 2016

Delhi

Participated in the 2nd Pension Conclave of Pension Fund Regulatory and Development Authority (PFRDA)
(Theme: Towards Universal Pension - Coverage, Adequacy and Sustainability)
February 4, 2016

Mumbai

Attended a Conference on "Combating Financial Crimes" co-hosted by the Central Bureau of Investigation and the Indian Banks' Association
March 2, 2016

Pune

Participated in a Panel Discussion on the Union Budget 2016-17 organised by Pune International Centre (PIC) at Gokhale Institute of Politics and Economics (GIPE)
March 6, 2016

Pune

Participated as an Expert on Panel of Judges for National level Competition titled "The RBI Policy Challenge" organised by College of Agricultural Banking, Reserve Bank of India, Pune
March 9, 2016

Pune

Chief Guest on SME Financing organised by Dun & Bradstreet in association with Oriental Bank of Commerce
March 11, 2016

2. Dr Alka Vaidya

: **Mumbai**

International Conference on Payment System conducted by NPCI
May 20-22, 2015

3. Dr Ashutosh Kumar Tripathi: **Kolkata**
IIM - Kolkata – Conference 2nd International Conference on Contemporary Debates in Public Policy Management
January 15-17, 2016

New Delhi
South Asian Regional Consultation Meet on Agriculture & Food Systems
February 11-12, 2016
4. Dr Deepankar Roy : **Mumbai**
International Conference on Payment System conducted by NPCI
May 20-22, 2015
5. Dr Dhananjay Bapat : **Indore**
Presentation of paper titled "Examining loyalty in Multi-channel Environment for Financial Services" at the 3rd PAN-IIM World Management Conference at IIM Indore
December 16-18, 2015

Hyderabad
1st Banking Conference organised by IBS, Hyderabad in collaboration with Gokhale Institute of Politics & Economics at IFHE Campus – paper presentation
January 29-30, 2016
6. Dr Gargi Sanati : **Pune**
Workshop on Risk Management - MCCIA
July 28, 2015

New Delhi
Presenting Paper in ISI Conference - "Packing credit as substitute to short term bank loan: Analysis of Indian Export Sectors" at the 11th Annual Conference on Economic Growth and Development
December 17-19, 2015

Mumbai
Presentation in One-day Workshop on "India's International Trade: Emerging Research Questions & Database"
January 9, 2016
7. Dr Kaushik Mukerjee : **Hyderabad**
Building Excellence in Higher Education- ISB
June 10-12, 2015
8. Dr K Ramesha : **Hyderabad**
Building Excellence in Higher Education- ISB
June 10-12, 2015

9. Dr K Srinivasa Rao : **Lucknow**
Conference- National seminar on microfinance issues & challenges
October 16-17, 2015
- Delhi**
International Conference on Management in Banking
Industry: Issues, Opportunities and Challenges
January 21-22, 2016
10. Dr Naveen Kumar K **Kolkata**
IIM - Kolkata – Conference 2nd International Conference on
Contemporary Debates in Public Policy Management
January 15-17, 2016
11. Dr Sarita Bhatnagar : **Ahmedabad**
MDP at IIM Ahmedabad - Customer Relationship
Management in Banking
November 23-28, 2015
12. Dr Smita Roy Trivedi : **Pune**
Managing Foreign Exchange Fluctuation Risk organised by
MCCIA
April 18, 2015
13. Prof Sunil Bakshi : **Mumbai**
International Conference on Payment System conducted by
NPCI
May 20-22, 2015

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 | |
| 5. Bank of Maharashtra | D. Subsidiaries of State Bank of India |
| 6. Canara Bank | 1. State Bank of Bikaner & Jaipur |
| 7. Central Bank of India | 2. State Bank of Hyderabad |
| 8. Corporation Bank | 3. State Bank of Mysore |
| 9. Dena Bank | 4. State Bank of Patiala |
| 10. Indian Bank | 5. State Bank of Travancore |
| 11. Indian Overseas Bank | E. Foreign Banks in India |
| 12. Oriental Bank of Commerce | 1. Bank of America NA & SA |
| 13. Punjab National Bank | 2. Hongkong & Shanghai
Banking Corpn. Ltd. |

Associate Member Banks/Institutions

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

Statement of Accounts for the Year 2015–16



National Institute of Bank Management

**REPORT OF THE AUDITOR RELATING TO ACCOUNTS AUDITED UNDER SUB-SECTION (2) OF
SECTION 33 & 34 AND RULE 19 OF THE BOMBAY PUBLIC TRUST ACT**

Registration No. : 1867(BOM)
Name of the Public Trust : National Institute of Bank Management
For the Year ending : 31st MARCH 2016

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. Whether accounts are maintained regularly and in accordance with the provisions of the Act and the Rules. | Yes |
| b. Whether receipts and disbursements are properly and correctly shown in the accounts. | Yes |
| c. Whether the cash balance and vouchers in the custody of Manager or Trustees on the date of audit, were in agreement with the accounts. | Yes |
| d. Whether all books, deeds, accounts, vouchers or other documents or records required by the auditor were produced before him. | Yes |
| e. Whether a register of movable and immovable properties is properly maintained and the changes therein are communicated from time to time to the Regional Office and the defects and inaccuracies mentioned in the previous audit report have been duly compiled with. | Yes |
| f. Whether the Manager or Trustee or any other person required by the auditor to appear before him did so and furnished the necessary information required by him. | Yes |
| g. Whether any property or funds of the Trust were applied for any object or purpose other than the object or purpose of the Trust. | No |
| h. The amounts of outstanding for more than one year and the amounts written off, if any. | Amount outstanding for more than one year is Rs. 807.55 lacs & an amount of Rs. 1 lakh was written off during the year as the same was no more receivable. |
| i. Whether tenders were invited for repairs or construction involving expenditure exceeding Rs. 5,000/- | Tenders are generally invited for repairs and construction involving expenditure exceeding Rs 5,000/- |
| j. Whether any money of the public trust has been invested contrary to the provisions of section 35. | No |
| k. Alienations, if any, of the immovable property contrary to the provisions of Section 36, which have come to the notice of the auditor. | The institute has given land and building on lease to Bank of Maharashtra and Post Office for consolidated lease of Rs 14,120/- plus service tax per month. According to explanation given to us, the institute has made an application to the Charity Commissioner for granting permission and the same is awaited |

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| l. All cases of irregular, illegal or improper expenditure or failure or omission to recover moneys or other property belonging to the public trust or of loss or waste of money or other property thereof, and whether such expenditure, failure, omission, loss or waste was caused in consequence of breach of trust or misapplication or any other misconduct on the part of the trustee or any other person while in the management of the trust. | There are no cases of irregular, illegal or improper expenditures. |
| m. Whether the budget has been filed in the form provided U/R 16A. | Budget for Financial Year 2015-16 has been filed by the Trust to the Charity commissioner on 05th January 2016. Budget for Financial Year 2016-17 is yet to be filed. |
| n. Whether the maximum and minimum number of the trustees is maintained. | Maximum and minimum number of trustees is maintained as referred in Memorandum of Association and Rules of Institute. |
| o. Whether the meetings are held regularly as provided in such instrument. | Meetings are held as provided in the Memorandum of Association and Rules of Institute. |
| p. Whether the minute's book of the proceedings of the meetings is maintained. | Yes |
| q. Whether any of the trustees has any interest in the investment of the trust. | No |
| r. Whether any of the trustees is a debtor or creditor of the trust. | No |
| s. Whether the irregularities pointed out by the auditors in accounts of the previous year have been duly compiled with by the trustees during the period of audit. | Yes |
| t. Any special matter which the auditor may think fit or necessary to bring to the notice of the Deputy or Assistant Charity Commissioner. | Please refer 'Notes' below & Compliances pursuant to Circular No. 364 dated October 31, 2013 issued by Charity Commissioner, Maharashtra State, Mumbai is attached vide 'Annexure A' |

Notes:

1. Outstanding Income and Contributions, other than Interest on Fixed Deposit with Bank are subject to Confirmations, reconciliations and consequential adjustments, if any.
2. The Institute needs to carry out scrutiny of dues from member banks which are outstanding for more than one year amounting to Rs. 807.55 lacs, and should expedite the process of recovery. The Institute has not ascertained provision required, if any, in respect of these receivables.
3. We invite attention to note no. 11 (a) & (b) of Schedule 9, Notes to Accounts, wherein the institute has received demand order for Assessment year 2008-09 to 2013-14. The institute has filed appeal with various income tax authorities. Provision against the same has not been made in the books of accounts.

The status of income tax cases for Assessment years is as below:

<i>Sr. No.</i>	<i>Assessment Year</i>	<i>Amount (Rs.)</i>	<i>Date of Notice</i>	<i>Status</i>
1.	2008-09	Order disallowing depreciation claim of Rs. 78,00,682/-	March 10, 2016	Assessment Reopened
2.	2009-10	2,29,88,954/-	January 27, 2014	NIBM has filed a cross objection against the cross appeal filed by the ADIT with the Appellate Tribunal Appeal filed by NIBM with the ITAT against the order of CIT(A) and requested the DCIT to stay the demand till the disposal of the appeal by the ITAT. Reply for the same is awaited.
3.	2010-11	3,30,55,710/-	February 24, 2016	
4.	2011-12	1,95,15,391/-	February 25, 2016	
5.	2012-13	2,31,24,690/-	February 25, 2016	
6.	2013-14	Order treating an amount of Rs. 5,69,87,150/- as business profit	March 29, 2016	Appeal filed with CIT (A)

4. We invite attention to note no. 11(C) of Schedule 9, Notes to Accounts, wherein the institute has stated that service tax authorities have demanded service tax on training fees amounting to Rs. 358.39 lacs. The CESTAT west zonal bench, vide order dated July 12, 2013 for the period under consideration, restricted the demand to the normal period of limitation i.e. **October 2007 to September 2008** after abatement towards amount levied for boarding and lodging expenses. The institute has filed an appeal against this order with Honourable Bombay High Court. The appeal has been admitted & pending for disposal. Depending on the decision of the Court, the Institute may require to pay the said amount along with interest due thereon.

The institute, received an order from the Principal Commissioner, Service Tax Commissionerate, Pune, for the period October 2008 to June 2012 dropping the demand of Rs. 447.24 lacs with consequential benefit as regards to interest and penalty. Penalty of Rs. 0.50 lacs was levied and paid by NIBM. The department has since filed a memorandum of appeal against the above order.

5. We invite attention to note no 12 of Schedule 9, Notes to Accounts, wherein the institute has stated that, NIBM land (admeasuring 4755 sq mtrs. In Survey No. 22/2B) has been forcibly encroached and illegally occupied by adjoining landlord. Institute has filed a case in the Pune District Court against this illegal occupation. As informed to us, in January 2016, the case has been dismissed in favour of the defendant landlord. In response, NIBM has filed a Civil Revision Application No. 9497/2016 with the Hon'ble High Court of Bombay in March 2016.

sd/-
 For G D Apte & Co.
 Chartered Accountants
 Firm Registration No.: 100515W

sd/-
 Ameya D Tambekar
 Partner
 Membership No. 128355
 Pune

Annual
National Institute of
Balance Sheet

<i>As at 31.03.2015</i>		<i>Funds & Liabilities</i>	<i>Schedule</i>	<i>As at 31.03.2016</i>	
Rs.	P.			Rs.	P.
		Trust Fund or Corpus			
1000000.00		Balance as per last Balance Sheet			1000000.00
		General Fund			
743650999.20		Balance as per last Balance Sheet	786703587.65		
58798463.22		<i>Add : Surplus from Income & Expenditure</i>	79856479.99		
745874.77		<i>Less : Transferred to Prajnan Fund</i>	808398.01		
15000000.00		<i>Less : 7th CPC Provisioning</i>	15000000.00		
0.00		<i>Less: Transferred to Employees' Welfare Fund</i>	1000000.00		
<u>786703587.65</u>					<u>849751669.63</u>
		Reserve Fund			
		<i>(Associate Membership)</i>			
3401106.91		Balance as per last Balance Sheet	3401106.91		
<u>3401106.91</u>					<u>3401106.91</u>
		Campus Development Fund			
38309165.94		Balance as per last Balance Sheet	43623353.45		
15341974.00		<i>Add : Contribution received from Member Banks</i>	19923731.00		
2449373.00		<i>Add : Interest on Campus Fund Deposits for the Year</i>	3058943.00		
<u>56100512.94</u>			<u>66606027.45</u>		
12477159.49		<i>Less : Depreciation on Campus Assets</i>	1 12973674.00		
<u>43623353.45</u>					<u>53632353.45</u>
834728048.01		c/f			907785129.99

Accounts
Bank Management
as at 31st March, 2016

<i>As at</i> 31.03.2015		<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2016	
Rs.	P.			Rs.	P.
124874149.15		Fixed Assets	1	127686926.29	
11409559.00		Capital Work in Progress		10962154.00	
		Investments			
		2514.360 units under UTI Balanced Fund			
69151.13		(Note : 2514.360 units valued at NAV of Rs. 26.4728/unit)		66562.15	
					66562.15
		Current Assets, Loans & Advances			
1341388.33		Furnishings	2	756446.97	
275997490.43		Other Current Assets (Outstanding Income)	3	362714989.56	
172641.00		<i>Advances</i> : Employees		143006.00	
547351.00		: Others		2156510.00	
1660000.00		: Scholarship		3067500.00	
2549921.00		Rent & Other Deposits		2558961.00	
740.00		Other Recoveries		640.00	
6015972.10		Prepaid Expenses		6459234.00	
191646.66		Stock of Books at Cost		169759.38	
198919.05		Stock of Paper, Art Cards, Transparencies and Comb Spirals		341888.90	
87160117.29		Tax Deducted at Source		105073280.89	
25956.00		Service tax recoverable		515788.47	
375862142.86					483958005.17
512215002.14		c/f			622673647.61

Annual
National Institute of
Balance Sheet

As at 31.03.2015	Funds & Liabilities	Schedule	As at 31.03.2016	
Rs. P.			Rs. P.	Rs. P.
834728048.01	b/f			907785129.99
	House Furnishing & Conveyance Fund for Employees			
2637654.51	Balance as per last Balance Sheet	2753035.51		
22849.63	Add : Interest Received from staff members during the year	18340.30		
122531.37	Add : Principal received during the year	134563.70		
30000.00	Less: Loans advanced during the year	60000.00		
<u>2753035.51</u>				2845939.51
	Reserve Fund – Journal Prajnan			
13042458.59	Balance as per Last Balance Sheet	13788333.36		
745874.77	Add : Transferred from General Fund	808398.01		
<u>13788333.36</u>				14596731.37
	PGDM Fund			
48237901.00	Opening Balance	51129796.00		
2891895.00	Add : Interest on Deposit	3585138.00		
<u>51129796.00</u>				54714934.00
	Fund-Upgradation of NIBM			
506105950.06	Balance as per Balance Sheet	533421643.86		
30170259.00	Add : Interest on Deposits	37422945.00		
2854565.20	Less : Depreciation on assets	2555054.58		
<u>533421643.86</u>				568289534.28
0.00	Employees' Welfare Fund			1003000.00
1435820856.74	c/f			1549235269.15

Accounts
Bank Management
as at 31st March, 2016

<i>As at</i> 31.03.2015		<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2016	
Rs.	P.			Rs.	P.
512215002.14		b/f			622673647.61
Cash & Bank Balances					
38074.58		A) Cash & Stamps on Hand		68139.27	
11236197.89		B) In Current Accounts with Banks		4255794.48	
4279003.94		C) In Current Accounts with Banks (Earmarked for various Funds per contra)		2103612.67	
14503.29		D) In Current Accounts with Banks (Earmarked for Campus Development Fund)		13873.29	
		E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)			
532916813.50		General Fund	555275919.50		
63559506.00		Leave Encashment Fund	68708320.00		
16590388.00		Prajnan Fund	16947472.00		
17244590.00		Associate Membership	20253665.00		
53058090.00		PGPBF	53944950.00		
5542637.00		Campus Fund	5542637.00		
383494885.00		Fund – Upgradation of NIBM (PGPBF/IMF-ITP Learning Complex)	383494885.00	1104167848.50	
<u>1072406909.50</u>					
1087974689.20					1110609268.21

1600189691.34

c/f

1733282915.82

**Annual
National Institute of
Balance Sheet**

<i>As at 31.03.2015</i>	<i>Funds & Liabilities</i>	<i>Schedule</i>	<i>As at 31.03.2016</i>	
Rs. P.			Rs. P.	Rs. P.
1435820856.74	b/f		1549235269.15	
	Current Liabilities and Provisions			
27795084.07	For Expenses		33774952.67	
1600000.00	For Doubtful Debts		1500000.00	
4092736.00	For Rent and Other Deposits		4795766.00	
31637088.00	For Income Received in Advance		24208602.00	
467205.53	For Tax Deducted at Source & other Taxes		335428.00	
66401.00	For PG Student Conclave		66401.00	
30000000.00	For 7th CPC pay revision		45000000.00	
2000.00	For PGDM Loan Scholarship Fund		2000.00	
68708320.00	For Leave Encashment Fund		74364497.00	
<u>164368834.60</u>			<u>184047646.67</u>	
<u>1600189691.34</u>			<u>1733282915.82</u>	

sd/-
Significant Accounting Policies
As per our report of even date
For G D Apte & Co.
Chartered Accountants
Firm Reg. No. 100515W

9

sd/-
A D Tambekar
(Partner)
Membership No. 128355

sd/-
Achintan Bhattacharya
(Director)

Place : Pune
Date : July 4, 2016

Accounts
Bank Management
as at 31st March, 2016

<i>As at</i> 31.03.2015		<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2016	
Rs.	P.			Rs.	P.
1600189691.34		b/f			1733282915.82

1600189691.34

1733282915.82

sd/-
Lt. Col. Ranvir Singh (Retd.)
(Head Administrative Services)

sd/-
Anagha Kotwal
(Accounts Manager)

**National Institute of
Income and Expenditure Account**

Year ended 31.03.2015	Expenditure	Schedule	Year ended 31.03.2016	
Rs. P.			Rs. P.	Rs. P.
29423817.50	Expenses in Respect of Properties	6		31089838.00
60257385.63	Establishment Expenses	7		66366703.18
	Auditor's Remuneration			
67350.00	Audit Fees		67350.00	
10650.00	In other Capacity (Provident Fund)		10650.00	
78000.00				78000.00
16688077.85	Depreciation	1	16691478.94	
1192557.36	Write-off on Furnishing	2	783722.36	
17880635.21			17475201.30	
	<i>Less</i> : Depreciation on Campus Assets Met out of Campus Development Fund		12973674.00	
12477159.49				
2854565.20	<i>Less</i> : Depreciation on ITP Assets & Refurbishment of Hostel I to IV		2555054.58	
2548910.52				1946472.72
91498509.96	Expenditure on Objects of the Trust – (Educational)	8		114513874.21
0.00	Depreciation of UTI Bonds			2588.98
37617.06	Loss on sale of Assets			0.00
0.00	Assets Written off			419474.92
1831544.29	Forex Gain or Loss			0.00
58798463.22	Surplus Transferred to General Fund			79856479.99
244474248.18				294273432.00

sd/-
Significant Accounting Policies

9

As per our report of even date
For G D Apte & Co.
Chartered Accountants
Firm Reg. No. 100515W

sd/-
A D Tambekar
(Partner)
Membership No. 128355
Place : Pune
Date : July 4, 2016

sd/-
Achintan Bhattacharya
(Director)

Bank Management
for the Year Ended 31st March, 2016

Year ended 31.03.2015	Income	Schedule	Year ended 31.03.2016	
Rs. P.			Rs. P.	Rs. P.
65655671.00	Interest – FDR/SDR/Other Instrument			61201124.00
	Contributions from			
12076540.00	Ordinary Member Banks	4		17869889.00
1700000.00	Associate Member Banks/Financial Institutions	5		1700000.00
169440.00	Maintenance Charges			169440.00
259984.30	Miscellaneous Income			152836.20
15927.86	Appreciation of UTI Bonds			0.00
0.00	Forex Gain or Loss			1518521.23
9990.00	Unclaimed Liabilities			0.00
3008908.00	Recovery of previous expenses			0.00
	Fees Income			
121422560.00	Training Programme		163307343.85	
36652092.00	PGDM		39763893.00	203071236.85
158074652.00				
2308876.00	Sponsored Research			7397969.00
	Income from Publications			
97705.02	Books		38495.72	
961193.00	Journal Prajnan		1063478.00	
135361.00	House Journals		90442.00	
1194259.02				1192415.72
<u>244474248.18</u>				<u>294273432.00</u>

sd/-
Lt. Col. Ranvir Singh (Retd.)
(Head Administrative Services)

sd/-
Anagha Kotwal
(Accounts Manager)

NIBM Journals

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

Prajnan, which has completed its 45 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. 300.00
Two Years – Rs. 550.00
Three Years – Rs. 825.00

Single copy: Rs. 75.00 (back issues are available for sale)

II. *Vinimaya*

Vinimaya, published once a quarter has completed 33 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. 225.00
Two Years – Rs. 375.00
Three Years – Rs. 550.00

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

NIBM Foundation Day 2015

September 24, 2015



Dignitaries on the Dias
 L-R: Dr K Ramesha (*Professor, NIBM*), Dr Jayant Narlikar (*Chief Guest*),
 Dr Achintan Bhattacharya (*Director, NIBM*)
 Shri S Muhnot (*former CMD, Bank of Maharashtra*),
 Prof Kalyan Swarup (*Professor, NIBM*)



Lighting of the Lamp



Felicitations of Dr Jayant Narlikar (*Chief Guest*)



Welcome and Introduction of the Chief Guest by
 Dr Achintan Bhattacharya, *Director, NIBM*



Foundation Day Lecture by Chief Guest
 Dr Jayant Narlikar, *Emeritus Professor, Inter-University Centre for
 Astronomy and Astrophysics (IUCAA), Pune*



Shri S Muhnot (*former CMD, Bank of Maharashtra*)
 being felicitated by the Director, NIBM

**Twelfth Post Graduate Diploma in Management
(Banking & Financial Services)
Convocation (2014-16 Batch)
April 20, 2016**



Convocation Address by Shri Vinod Rai
*Chairman, Banks Board Bureau
(Former Comptroller and Auditor General)*



Special Address by Dr Raghuram G Rajan
*Governor, Reserve Bank of India
and Chairman NIBM Governing Board*



Student receiving a gold medal and certificate
in the presence of Shri Vinod Rai (right) and
Dr Achintan Bhattacharya (centre)



Release of Compendium 2015-16



Gold Medal Winners (Batch 2014-16)