

# Annual Report 2017 - 18



**National Institute of  
Bank Management  
Pune**



Dr G Nagaraju, Faculty, NIBM at Regional Banking Conference, Bangladesh



Dr K L Dhingra, Director, NIBM and faculty at the training programme in Dubai



Dr Alka Vaidya, Faculty, NIBM at Dubai



Dr K L Dhingra, Director, NIBM giving his views on Union Budget 2018-19



Dr K L Dhingra, Director, NIBM at the event at VAMNICOM

# Annual Report

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2017–18



**National Institute of Bank Management**

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## *Director's Message...*



*The year 2017-18 has been particularly notable for the banking industry in India as several regulatory and reinforcing measures began to be undertaken to strengthen the banks. Eleven public sector banks were subject to Prompt Corrective Action (PCA) by the Reserve Bank of India to enhance their performance. Majority of banks embraced the Insolvency and Bankruptcy Code (IBC) to resolve their stressed assets. In the meanwhile, the next wave of consolidation was ushered as the State Bank of India (SBI) concluded the merger of its subsidiaries with itself, even as the industry became increasingly competitive with banks adopting new and disruptive technologies to improve their processes and attract acquire new customers. Certain private sector banks faced leadership change and governance issues. Several new banks such as Small Finance Banks and Payment Banks opened, struggle for survival in an increasingly uncertain business environment.*

*The National Institute of Bank Management (NIBM), has continually striven to support and enable the banking industry meet its challenges through the mandate of training, education, research and consulting. The institute continues to offer various training programmes in different functional areas of*

*banking from basic to advanced levels, while adding many new relevant ones in view of the current challenges faced by the industry.*

### **Training**

*In 2017-18, NIBM conducted 189 training programmes, attended by 4792 bank executives, of which 899 were from around 173 banks and financial institutions spread across 46 developing countries in South East and Central Asia, Africa, Middle East and Latin America. The institute conducted 73 in-company programmes for various banks/financial institutions including for banks in Maldives, Bangladesh, etc.*

*The Institute had entered into MoU with Indian Bank to organize customized programmes on Credit Management for its executives at NIBM Campus, Pune and IMAGE, Chennai. During 2017-18, in all 36 programmes were conducted of which 18 each were conducted at NIBM Pune, and IMAGE, Chennai. Customized programmes were also organised for Sonali Bank, Bangladesh and Bangladesh Bank (Central Bank of Bangladesh), Bangladesh Foreign Exchange Dealers' Association (BAFEDA) and Bhutan Development Bank, at NIBM Campus, Pune.*

### **PGDM Education Course**

*During 2017-18, many private sector banks, consulting firms, rating agencies, small finance banks, global tech giants and NBFCs participated in the placement process. The students of PGDM course were recruited by reputed companies like Axis Bank, HDFC Bank, Yes Bank, RBS, and First Rand Services. Pvt. Ltd., PWC, KPMG, Deloitte, Cognizant Business Consulting, SAS, Crisil, CARE Ratings and Brickwork Ratings. The average CTC was around Rs. 10 lakhs and the maximum Rs. 19 lakhs. In view of the tremendous students enthusiasm and industry response, NIBM Governing Board approved increase in PGDM batch size from the current strength of 90 to 120.*

## **Research and Consultancy**

*In the academic year 2017-18, NIBM faculty carried out significant research work. In particular, one book, two chapters, seven articles in journals were listed in the ABDC journal lists, and a few articles in other journals not included in the ABDC journals list were also published by NIBM faculty.*

*Providing consultancy support to Banks and Financial Institutions has all along been one of the key strengths of the institute. The institute has successfully completed many important consultancy assignments in the areas of Risk Management, Treasury, HR and Strategy domain. In addition, the institute has also successfully completed three assignments on Competency Mapping and Succession Planning exercise for senior level of officers of UCO Bank and Syndicate Bank.*

## **E-Certification Courses**

*During 2017-18, NIBM added the online certification*

*courses to its capacity building initiatives. As per the mandate of the Reserve Bank of India (RBI) on capacity building through certification courses in four areas viz., Credit Management, Risk Management, Treasury Management and Accounts and Audit, NIBM launched these four courses on September 30, 2017 for executives from banks and financial institutions, and subsequently, followed up by starting courses on Retail Credit Management and Credit Management for Small Finance Banks. These courses have been designed as mix of on-line learning and video based sessions. The on-line component provides all the course material including practice quizzes and tests enabling participants study at their own pace. Module and Assignment based Tests assess both knowledge and application before the final exams for certification.*

*All these training/education/consultancy/research and e-certification under one roof makes NIBM a unique institution for Banking and Financial Sector not only in India, but in the entire Asian Sub-Continent.*

**Dr K L Dhingra**

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# NIBM Governing Board

(as on March 31, 2018)

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Faculty Representative on the Governing Board  
National Institute of Bank Management, Pune

**Dr K L Dhingra**  
*Director & Member-Secretary*  
National Institute of Bank Management  
Pune



# Introduction

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## 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, Dr Raghuram G Rajan, Shri Uday Kotak, Dr Arvind Subramanian and Shri Vinod Rai, Shri M Damodaran have graced the occasion as Chief Guest of the Convocation Ceremony.

Keeping in mind the expectations of the banking system, the Institute repositioned PGPBF over to two-year course from 2009-10 onwards with an 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.

In all fourteen batches numbering 733 students have since passed out from the Post-Graduate Programme successfully and all of them are well placed in banks and financial institutions. The PGDM 2016-18 batch consisted of 87 students.

The Convocation of the 2016-18 batch for the award of the diploma and presentation of merit awards was held on April 18, 2018. Shri N S Vishwanathan, Deputy Governor, Reserve Bank of India, presided over the convocation. Shri M Damodaran, Chairman, Excellence Enablers (Former Chairman SEBI, UTI and IDBI), delivered the Convocation Address and also presented each of the top five meritorious students of the 2016-18 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 Mr Michael Himanshu Kasana
2. The Canara Bank Gold Medal for Academic Excellence to Mr Shreyam Sikder
3. The Union Bank of India Gold Medal for Academic Excellence to Mr Gurbani Ritesh Prakash
4. The Indian Bank Gold Medal for Academic Excellence to Mr Nishant Verma
5. The Bank of Maharashtra Gold Medal for Academic Excellence to Mr Anurag Subhash Agrawal

NIBM continued the tradition of 100 per cent placement for the eighty seven students in the PGDM (2016-18) batch. Twenty Five banks and financial institutions recruited from the campus. They are: Aptiva, Axis Bank Limited, Canfin Homes, CARE Ratings, Catholic Syrian Bank, Cognizant, CRISIL, Deloitte, Federal Bank Limited, Fino Payments Bank, First Rand Services, HDFC Bank Limited, ICRA Management Consulting Services Ltd., IDFC Bank, KPMG, P W C, Royal Bank of Scotland, Suryodaya Small Finance Bank Ltd., YES Bank Ltd., South Indian Bank, SAS Research & Development Pvt. Ltd., STCI, Kudos Finance, Brickwork Ratings, Surya Software Systems

The students were recruited across all the major verticals, i.e. risk management, treasury, credit appraisal, finance and accounts, internal audit, and IT in banking. The highest and average CTC per annum offered were Rs. 19.00 lakh and Rs. 10.00 lakh respectively.

#### **Training: Executive Development Programme (EDP)**

The training calendar of the Institute for the academic year 2017-18 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 2016-17 and 2017-18.

<i>Sr No</i>	<i>Particulars</i>	<i>April 2016 to March 2017</i>	<i>April 2017 to March 2018</i>
1.	No. of Institutional Programmes	107	116
2.	No. of Sponsored/Incompany Programmes	115	73
	<b>Total</b>	<b>222</b>	<b>189</b>
3.	No. of Participants	5954	4792
	(a) Institutional Programmes (Indian)	2225	2253
	(b) Institutional Programmes (Foreign)	193	221
	(c) Sponsored/Incompany Programmes	3536	2318
4.	Income in Rs. (crores)	20.45	19.63

*Note:* Income includes online certification courses fee also.

## **Research and Consultancy**

In keeping with the recommendations made by the Committee chaired by Shri S S Tarapore in 1998 and also the recommendations of the NIBM Review Committee chaired by Shri K V Kamath in December 2009, Research and Consultancy activity constitutes 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 2017-18 period the NIBM faculty undertook and completed two research projects and three projects are in progress. These completed research projects dealt with varied subjects such as Demystifying Yield Spread on Corporate Bond Trades in India, Market Risk Capital Charge: Various Basel Regimes and their Impact on Commercial Banks in India. The projects in progress are, Corporate Finance in India, Emerging Challenges in Banking and Role of Training System and Demand for Bank Short Term Credit from Indian Manufacturing Sector - A Panel Data Analysis.

During the year under review the Institute also completed three Consultancy Projects consisting of Competency Mapping and Succession Planning for DGMs and AGMs for various public sector banks in India were completed, Validation of Framework, Systems and Models used in Risk Management Department and for another public sector bank. The consultancy project underway are, Impact Study of Lifelong Learning for Farmers (L3F) Project by Mann Deshi Foundation and Mann Deshi Cooperative Bank.

A "Compendium of Published Papers, Books and Articles" of NIBM Faculty Members was released by Shri N S Vishwanathan, Deputy Governor, Reserve Bank of India, and Shri M Damodaran, Chairman, Excellence Enablers (Former Chairman SEBI, UTI and IDBI) on the occasion of the fourteenth Convocation of the PGDM had on April 18, 2018. The Compendium volume contained 11 research papers of which three were published in ABDC accredited journals under B & C category. Two books were published and two chapters in the book, two case studies were also published in the reputed journals by faculty members.



# Research Projects: April 2017 – March 2018

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## A. Research Projects Completed

### I. Finance

#### 1. *Demystifying Yield Spread on Corporate Bond Trades in India*

– Dr Kedar nath Mukherjee

*Purpose* - This research project aims to study the market dynamics of corporate bond yield spread in India and tried to identify the possible factors affecting bonds' liquidity, credit quality and therefore their yield spreads.

*Design/methodology/approach* - A large sample of daily corporate bond trade data, classified into Issuers Segment-wise and Rating-wise, are analysed within basic statistical framework and Panel Regression Model.

*Findings* - The average traded yield spread, its daily average variation, both are found to be the least in case of bonds issued by Banks/PSUs/FIs, followed by NBFC and Corporates. Securities, mostly issued by Banks/PSU/FIs, and of 8-10 years of residual maturity and 1-1.5 years of age, with a higher level of creditworthiness, are found to be more liquid. Default risk is found to significantly affect the yield spread, for almost all possible types of securities. Even if the summary statistics and fixed effect panel regression results broadly support the relationship between bond liquidity and yield spread, use of better liquidity proxy measure may improve the said relationship. Movements in equity market also found to affect the corporate bond yield spread in India.

*Research limitations/implications* - Even if a significantly large sample is used, infrequent and irregular trades in most of the securities, leading to an unbalanced panel, may cause some of the major findings to be with insufficient explanatory power.

*Practical implications* - The research findings will help the concerned market players to understand the dynamics of a developing corporate bond market better, and also to gain insights towards the movement of the yield spread and its possible variation due to multiple factors. The study was completed in March, 2018.

#### 2. *Market Risk Capital Charge: Various Basel Regimes and their Impact on Commercial Banks in India* – Dr Kedar nath Mukherjee

Banking business worldwide are highly susceptible to various risks of incurring financial losses, may be even of very large volume. The capital plays a very crucial role in preserving the safety and soundness in the banking system. Basel Committee on Banking Supervision (BCBS), founded in the year 1974, has released three major capital adequacy frameworks, known as Basel I, Basel II and Basel III Accords, to provide capital adequacy standards for banks under three major risk heads: Credit, Market and Operational Risk.

In this research project, an attempt is made to discuss the gradual developments in various Basel regimes, in the context of estimation of market risk and the required capital charge under various Basel and RBI norms. Growth and developments of Indian Scheduled Commercial Banks (SCBs) over the years, with special reference to historical movement in the financial market in India and

worldwide, and the investments pattern of Indian SCBs in various financial market instruments/assets are studied, especially to understand the level of market risk Indian SCBs are possibly exposed to over the years. Estimating the market risk and the required capital charge on a proxy trading portfolio hold by say a commercial bank in India, under various Basel regime and approaches, an effort is made to explore the current scope and challenges expected to be faced by Indian commercial banks to implement the new Basel and RBI market risk capital adequacy standards.

As of now, Indian SCBs are expected to be fairly compliant with the required capital adequacy norms, with an average capital adequacy of 12.28 % and 12.95 % (excluding for Foreign Banks in India, as per RBI Data), respectively under Basel II and Basel III standards as of March 31 2017. Infusion of fresh capital by the Government is expected to further improve the capital adequacy for public sector banks in India. As far as the impact of various Basel regimes and proposed approaches under various regimes on the estimation of market risk capital charge is concerned, Indian SCBs are expected to face a bigger challenge, especially under the new Basel market risk norms, known as FRTB, which Indian banks are expected to be compliant with on or before January 2022, a deadline given by BCBS. The challenges for the Indian SCBs is even manifold. Under FRTB guidelines, banks are no longer in a position to enjoy the Regulatory Arbitrage by adopting a market risk measuring method/approach that attracts lower capital. Accordingly, in order to estimate market risk capital charge, SCBs in India may have reasonable incentives to migrate towards the internal model approach which seems to be relatively less complicated and more market oriented. The study was completed in March, 2018.

## ***B. Research Projects in Progress***

### **I. Finance**

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

Corporate Finance is the study of decisions made by the firms relating to resource allocation (investment decision), those covering the financing of these investments (the capital structure decision) and those determining how much cash gets reinvested and taken out of the business (dividend decision). The modern world began on a freezing New Year's Eve, in 1600, when Elizabeth I granted a company of 218 merchants a monopoly of trade to the east of the Cape of Good Hope. This report tracks the evolution from that year on the basis of available data and analyses the patterns of investment, financing and dividend activities of corporations.

### **II. Human Resource Management**

#### ***2. Emerging Challenges in Banking and Role of Training System***

*– Dr Shomi Srivastava (Coordinator) & Dr S V Kuvalekar*

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. This survey will be conducted by a team consisting of Dr Shomi Srivastava (Coordinator) and Dr S V Kuvalekar. Based on the review of literatures, it will be 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 was 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. 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.

### **III. Money, International Banking and Finance**

#### **3. *Demand for Bank Short-Term Credit from Indian Manufacturing Sector - A Panel Data Analysis – Dr G Nagaraju***

While credit is the main mainstay activity of banks, short-term credit has been a very significant part within that. In India, short-term credit roughly constitutes 50% of the loan book of the banking sector. Mostly of the short-term constitutes is in the form of (a) cash credit, (b) demand loans, (c) export credit, (d) and inland bills discounting. These products are generally are used by coporates as source of working capital funds. The demand for short-term credit, is therefore, is closely related to the behaviour of the working capital needs, which is affected by many factors such as the economic cycle, efficiency in the working capital utilization and so on. The current study tries to explain the demand for short-term bank credit in terms of the for working capital and other related variables.

The study focuses on the short-term credit demand by the manufacturing sector in India. The demand for short-term bank credit of a typical manufacturing entity is specified as a function of (a) sales (revenue), (b) gross working capital days, (c) creditor days, (d) other sources of working capital (such as internal souces and CPs). The analytical model used in the current study specifies the demand function accordingly and estimates the model using panel data regression method. The study sources its data from corporate data base of CMIE-Prowess. The period for analysis was selected as 2001-02 to 2014-15. Data of about 300 firms with sales as more than Rs. 50 crores per year, was collected and used for this purpose.

The tentative results suggest a strong correlation between working gross working capital days and the demand for short-term credit. It is also been observed that manufacturing sector is generally becoming more efficient in terms of working capital as there has been reduction in the net working capital days. Correlating with this, there is a reduction in the demand for short-term bank credit. The elasticity between net working capital days and the short-term bank credit is observed to be positive and less than one. The study is throwing further interesting results, the full analysis of which will be done by the end of this academic year.

# Consultancy Projects: April 2017 – March 2018

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## ***A. Consultancy Projects Completed***

### **A. UCO Bank**

- 1. Competency Mapping and Succession Planning for DGMs and AGMs of UCO Bank***  
– Dr Achintan Bhattacharya (Director, NIBM, Principal Coordinator), Shri V S Krishna Kumar (Former ED, Canara Bank), Shri Deepak Narang (Former ED, United Bank of India), Shri Asit Pal (Former ED, Corporation Bank), Shri Bhaskar Sen (Former CMD, United Bank of India), Shri B V Choubal (Former DMD, SBI), Shri S K Das (Former CGM, Bank of Baroda), Dr Arindam Bandyopadhyay (Faculty, NIBM), and Dr Shomi Srivastava (Coordinator, NIBM)

NIBM has conducted the Competency Mapping and Succession Planning exercise for DGMs and AGMs of UCO Bank during April 10 - 13, 2017 at NIBM, Pune. In this assignment, 21 DGMs and 47 AGMs participated in the exercise. Report submitted to the Bank on April 27, 2017.

### **B. UCO Bank**

- 2. Competency Mapping and Succession Planning for Chief Managers of UCO Bank***  
– Dr K L Dhingra (Director, NIBM, Principal Coordinator), Shri A C Mahajan (former CMD, Canara Bank and Allahabad Bank), Shri V S KrishnaKumar (Former ED, Canara Bank), Shri Deepak Narang (Former ED, United Bank of India), Shri B V Choubal (Former DMD, SBI, Member), Shri T K Srivastava (Former ED, Syndicate Bank), Shri S K Das (Former CGMs BOB), Shri C S Pasricha (Former Executive, PNB, Member), Shri A K Thakur (Former GM, Union Bank of India), Shri Manoj Biswal (GM, Bank of Maharashtra), and Dr Shomi Srivastava (Coordinator, NIBM)

NIBM had taken up the consultancy exercise of Competency Mapping and Succession Planning for Chief Managers of UCO Bank during May 18 - 21, 2017 at NIBM Pune. In this project, 217 Chief Managers of the Bank participated in the exercise. The report was submitted to the Bank on June 21, 2017.

### **C. Syndicate Bank**

- 3. Competency Mapping and Succession Planning for AGMs and CMs of Syndicate Bank***  
– Dr K L Dhingra (Director, NIBM, and Principal Coordinator), Shri Deepak Narang (Former ED, United Bank of India), Shri B V Choubal (Former DMD, SBI), Shri B Ashok (GM, Central Bank of India), Shri H N Saxena (Former GM, Union Bank of India) and Dr Shomi Srivastava (Coordinator, NIBM)

NIBM had initiated the assignment of Competency Mapping and Succession Planning for AGMs and CMs of Syndicate Bank during February 05 - 19, 2017. The objective was to identify the better performers from among its existing pool of human resources. In this assignment, 38 AGMs and 159 CMs participated in the Competency Mapping and Succession Planning exercise. Report submitted to the Bank on February 28, 2018.

## ***B. Consultancy Projects in Progress***

### **A. Allahabad Bank**

#### **1. *Validation of Framework, Systems and Models used in Risk Management Department of Allahabad Bank***

*– Dr Arindam Bandyopadhyay (Coordinator, NIBM), Dr Tasneem Chherawala (Faculty, NIBM), Shri Biswamohan Mahapatra (Former ED, RBI), Shri Rajesh Mahajan (Former GM, BOB) and Dr K L Dhingra (Director, NIBM)*

Model validation has been a key task for risk focused management for internal management of risk across various business lines. Reliable rating systems require efficient validation strategies. The project was awarded to NIBM by Allahabad Bank on November 2017 for validation of Framework, Systems and Models used in Risk Management Department of the bank. The validation exercise covers both qualitative and quantitative analysis and is intended to provide suggested changes in complying with requirement of RBI or Regulator. It covers, Credit Risk, Market Risk, ALM & Liquidity Risk, ICAAP & Capital Computations.

### **B. Mann Deshi Foundation and Mann Deshi Cooperative Bank**

#### **2. *Impact Study of Lifelong Learning for Farmers (L3F) Project by Mann Deshi Foundation and Mann Deshi Cooperative Bank***

*– Dr K L Dhingra, (Director NIBM), Dr Naveen Kumar K (Research Coordinator & Faculty, NIBM), Dr M Manickaraj (Associate Dean, Education), Dr Sarita Bhatnagar (Faculty, NIBM), Dr K Ramesha (Professor, NIBM)*

This study, reports the intervention of COL under Lifelong Learning for Farmers (L3F) programme in Mann Deshi bank and foundation in India along with social return on investment (SROI) on Mann Deshi's services to L3F participants. The study also examined the impact of L3F on Mann Deshi bank and entrepreneurial business and other selected household welfare attributes of clients. COL and Mann Deshi are committed to ensuring their investments in the rural communities are achieving the desired development outcomes and socio-economic returns. The study finds that during the last seven years Mann Deshi bank and foundation has been actively engaged in implementing L3F program in its operational jurisdiction with reaching around 86598 rural women for various training and capacity building. The L3F program has enabled the women to take-up various farm and non-farm based entrepreneurial activities. The analysis on SROI shows that one rupee investment has created 16.6 rupees social return for the beneficiaries. It shows that the L3F program is very effective in demonstrating the economic and social returns.

# Programmes, Workshops and Conferences: April 2017 – March 2018

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
<b>I. INTERNATIONAL PROGRAMMES (ITEC/SCAAP)</b>					
001.	International Programme on Asset-Liability Management	34	Sep 11-23, 2017	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
002.	International Programme on Corporate Governance and Leadership For Top Executives from the Financial System	26	Dec11-16, 2017	Middle/Senior Management	Dr Kaushik Mukerjee & Prof B V Chaulal
003.	International Programme in Bank Financial Management (Focus: Risk Management & Basel II & III Accord)	33	Jan 8-20, 2018	Middle/Senior Management	Dr S V Kuvalekar & Dr Ramesha K
004.	International Programme in Banking and Finance (Focus: Risk Management)	38	Mar 5-17, 2018	Middle/Senior Management	Dr Smita Roy Trivedi & Prof Tasneem Chherawala
<b>II. TRAINERS TRAINING PROGRAMMES</b>					
005.	Certified Bank Trainer Programme: Post Examination Training (Jointly by NIBM & IIBF)	32	Sep 11-15, 2017	Trainers from Banks	Dr Shomi Srivastava & Prof Dinesh Jain
006.	Certified Bank Trainer Programme: Post Examination Training	22	Mar 5-9, 2018	Trainers from Banks	Dr Naveen Kumar K & Dr Sarita Bhatnagar
<b>III. COLLABORATIVE PROGRAMMES</b>					
007.	Programme on Women's Development through Micro Finance (Jointly Coordinated by NIBM & CICTAB)	34	Aug 28-31, 2017	Middle/Senior Management	Dr Naveen Kumar K
008.	Bank Executive Programme (BEP) for Senior Executives (Jointly by NIBM, IIBF & IDRBT) - 8th Programme in Series	15	Feb 13-17, 2018	Senior Management	Dr Shomi Srivastava & Dr S V Kuvalekar
009.	Programme on Women's Development through Income Generating Activities (Jointly Coordinated by NIBM & CICTAB)	31	Mar 19-22, 2018	Middle/Senior Management	Dr Naveen Kumar K
<b>IV. FINANCE</b>					
010.	Programme on Managing Risk Under Pillar II (ICAAP)	19	Apr 24-29, 2017	Middle/Senior	Dr Arindam Bandyopadhyay & Prof Sanjay Basu
011.	Programme in Credit Analysis (Focus on Lending to Manufacturing & Services Sector)	26	Jun 12-21, 2017	Middle Management	Dr Elizabeth James & Prof N Ramani
012.	Programme on Treasury Products, Operations and Risk Management with Bourse Game for Newly Inducted Treasury Officers	34	Jun 14-23, 2017	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
013.	Programme on Credit Risk Modelling for ECL Provisioning & Capital Estimation under Basel IRB & IFRS9	27	Jun 19-23, 2017	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala
014.	Programme on Issues and Challenges for Implementation of Indian Accounting Standards (IND AS) in Banks	12	Jun 27-Jul 1 2017	Middle/Senior Management	Dr Dipali Krishnakumar & 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>
015.	Programme on Infrastructure Financing	22	Jul 10-15, 2017	Middle/Senior Management	Prof N Ramani & Prof Tasneem Chherawala
016.	Programme on Corporate Credit Appraisal	36	Jul 31-Aug 4, 2017	Middle Management	Dr M Manickaraj & Prof N Ramani
017.	Programme on Assessment of Working Capital Requirements	26	Aug 7-11, 2017	Middle Management	Dr Elizabeth James & Prof N Ramani
018.	Programme on Demystifying Statistical Techniques for Risk Management	18	Aug 7-12, 2017	Middle Management	Dr Arindam Bandyopadhyay
019.	Intensive Programme in Integrated Treasury Management (With One-Day Trading Game)	18	Aug 17-26, 2017	Middle Management	Dr S V Kuvalekar & Dr Nagaraju G
020.	Programme on Financing MSMEs	12	Aug 28-Sep 1, 2017	Middle/Senior Management	Dr M Manickaraj & Prof N Ramani
021.	Programme on Basel III	20	Aug 29-Sep 2, 2017	Middle/Senior Management	Prof Tasneem Chherawala & Prof Sanjay Basu
022.	Programme on Managing Non-SLR Investments	26	Sep 4-9, 2017	Middle Management	Dr Kedar nath Mukherjee
023.	Programme on Lending Strategies to MSEs	17	Sep 18-22, 2017	Middle/Senior Management	Dr Ramesha K
024.	Programme on Credit Analysis (Focus: Lending to Services Sector)	21	Sep 18-22, 2017	Middle Management	Dr Elizabeth James & Prof N Ramani
025.	Workshop on Insolvency and Bankruptcy Code, 2016	66	Oct 3-4, 2017	Middle/Senior Management	Dr Dipali Krishnakumar, Prof Dinesh Jain & Prof Deepak Narang
026.	Advanced Programme on Corporate Lending and Financial Services	26	Oct 24-28, 2017	Middle/Senior Management	Dr S V Kuvalekar & Dr Dipali Krishnakumar
027.	Programme on Market Risk Capital Charges (Focus: Fundamental Review of the Trading Book)	26	Oct 30-Nov 4, 2017	Middle Management	Prof Sanjay Basu
028.	Programme on Financial Derivatives	15	Nov 6-10, 2017	Middle Management	Dr Kedar nath Mukherjee & Prof Tasneem Chherawala
029.	Programme on Retail Lending Strategy for Executives In-charge of Retail Assets	15	Nov 6-10,2017	Senior Management	Dr K Ramesha
030.	Programme on Implementation of Indian Accounting Standards (Ind AS Converged with IFRS) in Banks and Non Banking Financial Institutions	42	Nov 13-17, 2017	Middle/Senior Management	Dr Dipali Krishnakumar & Dr S V Kuvalekar
031.	Programme on Treasury Back Office Operations	23	Nov 14-19, 2017	Middle/Senior Management	Dr S V Kuvalekar & Dr Gargi Sanati
032.	Workshop on Credit Risk Modelling Under Basel II/III IRB Approach	18	Nov20-24, 2017	Middle/Senior Management	Dr Arindam Bandyopadhyay
033.	Programme in Assessment of Working Capital Requirements	31	Nov 27-Dec 1, 2017	Middle Management	Dr Elizabeth James & Prof N Ramani
034.	Programme on Management of Non Performing Advances : Effective Strategies for Prevention, Restructuring and Recovery	25	Nov 27-Dec 1, 2017	Middle/Senior Management	Dr Richa Verma Bajaj & Prof Deepak Narang
035.	Advanced Programme on Asset-Liability Management	23	Dec 5-9, 2017	Middle/Senior Management	Dr S V Kuvalekar

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
036.	Workshop on Insolvency and Bankruptcy Code, 2016	47	Dec 15-16, 2017	Middle/Senior Management	Dr Dipali Krishnakumar & Prof Dinesh Jain
037.	Programme on Operational Risk Management under Basel II	16	Dec 19-22, 2017	Middle/Senior Management	Dr Richa Verma Bajaj
038.	Senior/Top Management Workshop on Setting Business Strategies under PCA Framework	15	Dec 20-22, 2017	Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala
039.	Programme on NPA Management	25	Jan 2-6, 2018	Middle/Senior Management	Dr M Manickaraj & Prof N Ramani
040.	Programme on Demystifying Statistical Techniques for Risk Management	16	Jan 8-13, 2018	Middle Management	Dr Arindam Bandyopadhyay
041.	Programme on Retail Lending Strategies for Branch Managers	19	Jan 15-19, 2018	Senior Management	Dr Ramesha K
042.	Advanced Programme in Integrated Treasury Management	13	Jan 23-28, 2018	Middle/Senior Management	Dr S V Kuvalekar
043.	Programme on Project Finance and Loan Syndication	32	Jan 29-Feb 2, 2018	Middle/Senior Management	Prof Tasneem Chherawala & Prof N Ramani
044.	Programme on Lending to Large and Mid-Corporate	34	Jan 29-Feb 2, 2018	Middle/Senior Management	Dr Richa Verma Bajaj & Dr M Manickaraj
045.	Programme on Credit Analysis (Focus: Lending to Services Sector)	33	Feb 12-16, 2018	Middle Management	Dr Elizabeth James & Prof N Ramani
046.	Programme on Management of Non-Performing Advances: Effective Strategies for Prevention, Restructuring & Recovery (Focus: Insolvency & Bankruptcy Code, 2016)	23	Fe 12-16, 2018	Middle/Senior Management	Dr Richa Verma Bajaj & Prof Deepak Narang
047.	Programme on Retail Credit Management	35	Feb 19-23, 2018	Middle Management	Dr Elizabeth James & Dr Richa Verma Bajaj
048.	Programme on IFRS: Fair-Value Measurement for Banks & Financial Institutions	26	Feb 20-23, 2018	Middle/Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
049.	Programme on Indian Accounting Standards (Ind AS) for Credit Officers of Banks with KPMG in India as Knowledge Partner	12	Feb 26-28, 2018	Middle/Senior Management	Dr Dipali Krishnakumar
050.	Programme on Risk Management under Basel Regime (For First Time Risk Managers)	17	Mar 5-10, 2018	Middle Management	Dr Kedar nath Mukherjee & Dr Richa Verma Bajaj
051.	Programme on Compliance Management in Banks and Financial Institutions	28	Mar 5-7, 2018	Middle/Senior Management	Dr Dipali Krishnakumar & Dr R Bhaskaran
052.	Sensitization Programme on Fraud Management	22	Mar 14 - 16, 2018	Middle Management	Dr Richa Verma Bajaj & Dr Ramesha K
053.	Workshop on Insolvency and Bankruptcy Code, 2016	23	Mar 16-17, 2018	Middle/Senior Management	Dr Dipali Krishnakumar & Dr Richa Verma Bajaj
<b>V. HUMAN RESOURCES MANAGEMENT</b>					
054.	Workshop on Staff Accountability: Issues and Challenges	23	Apr 21-22, 2017	Middle/Senior Management	Dr Shomi Srivastava
055.	Programme on Enhancing Bank Employees' Performance and Wellbeing in an Entire Banking Organization through Leadership, Justice, Support & Spirituality	14	May 11-13, 2017	HR Heads & Managers from HR Depts.	Dr B S Pawar



No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
056.	Programme on Leadership Enhancement for Zonal/Regional/ Group Heads in Banks & Financial Institutions	15	May 29-June 2, 2017	Middle/Senior Management	Dr Shomi Srivastava
057.	Programme on Investigation for Investigating Officers (Focus: Need of Good Investigation Report)	22	Jul 3-5, 2017	Senior Management	Dr Shomi Srivastava
058.	Programme on Enhancing Bank Employees' Performance and Wellbeing through Leadership, Justice, Support and Spirituality	7	Jul 17-19, 2017	Middle/Senior Management	Dr B S Pawar
059.	Programme on Leadership for Branch Excellence	26	Jul 31-Aug 5, 2017	Middle/Senior Management	Dr Shomi Srivastava
060.	.Faculty Development Programme: Strategies for Teaching Improvement through Behavioural Skills (Focus: Knowledge-Skills-Attitude)	22	Sep 4-8, 2017	Trainers from STCs	Dr Deepa Mazumdar & Prof B V Chaubal
061.	HR Conference on Competency Building in Challenging Times	33	Oct 5-6, 2017	Senior Management	Dr Deepa Mazumdar & Dr Shomi Srivastava
062.	Programme on Developing Leadership Capacities of Women Managers in Public Sector Banks	17	Oct 30-Nov 1, 2017	Senior Management	Dr Deepa Mazumdar
063.	Programme on Enhancing Bank Employees' Performance and Wellbeing through Leadership, Justice, Support and Spirituality	22	Nov 6-8, 2017	Middle/Senior Management	Dr B S Pawar
064.	Programme on Conducting Disciplinary Enquiries/Disciplinary Action Proceedings/CVC Guidelines	24	Nov 6-10, 2017	Middle/Senior Management	Dr Shomi Srivastava
065.	Programme on Integrating HR with Business	20	Jan 8-13, 2018	Middle Management	Dr Shomi Srivastava
066.	Programme on Enhancing Bank Employees' Performance and Wellbeing in an Entire Banking Organization through Leadership, Justice, Support and Spirituality	13	Feb 5-7, 2018	Middle/Senior Management	Dr B S Pawar
067.	Faculty Development Programme for Bank Staff Training College Faculty: Building Knowledge, Skills and Attitude for Conducting Effective Training	27	Mar 14-16 2018	Trainers from STCs	Dr B S Pawar & Dr Kaushik Mukerjee
<b>VI. INFORMATION TECHNOLOGY</b>					
068.	Programme on Information Systems Audit and IT Risk Management	14	Apr 24-28, 2017	Middle/Senior Management	Prof Sunil Bakshi & Dr Deepankar Roy
069.	Cyber Security, Cyber Incident Response and Investigations	22	May 22-26, 2017	Middle/Senior Management	Prof Sunil Bakshi & Dr Alka Vaidya
070.	Advanced Programme on Card Payment System (A Joint Programme of NIBM and NPCI)	24	Jun 12-15, 2017	Middle/Senior Management	Dr Deepankar Roy
071.	Information Security and Data Protection	22	Aug 7-10, 2017	Middle/Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
072.	Programme on IT Risk Management and Business Continuity Management	9	Aug 21-24, 2017	Middle/Senior Management	Prof Sunil Bakshi

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
073.	Seminar on Future of Digital Payments: Issues and Challenges (Venue: Mumbai)	33	Sep 8, 2017	Middle/Senior Management	Dr Deepankar Roy, Prof Sunil Bakshi & Dr Alka Vaidya
074.	Programme on Managing IT Outsourcing and Associated Risks	11	Sep 18-21, 2017	Middle/Senior Management	Prof Sunil Bakshi & Dr Deepankar Roy
075.	Business Analytics for Competitive Advantage	14	Nov 22-24, 2017	Middle/Senior Management	Dr Alka Vaidya
076.	Digital Banking and Payments: Changing Landscape	22	Nov 27-30, 2017	Senior Management	Dr Deepankar Roy
077.	Programme on Cyber Security-Implementation and Compliance	25	Jan 8-12, 2018	Middle/Senior Management	Dr Alka Vaidya & Prof Sunil Bakshi
078.	Advanced Programme on Card Payment System	43	Feb 5-7, 2018	Middle/Senior Management	Dr Deepankar Roy
079.	Programme on Information Systems Audit and IT Risk Management	22	Feb 12-15, 2018	Middle/Senior Management	Prof Sunil Bakshi & Dr Deepankar Roy
080.	Programme on Aadhaar in Banking: Compliance and Innovations	29	Mar 8-10, 2018	Junior/Middle Management	Dr Deepankar Roy, Dr Alka Vaidya & Prof Sunil Bakshi
<b>VII. MONEY, INTERNATIONAL BANKING &amp; FINANCE</b>					
081	Forex-Treasury Operation (Focus: Back Office Function)	17	Jun 6-9, 2017	Middle Management	Dr Gargi Sanati & Prof Jayant Keskar
082.	Programme on NRI Business and Forex Facilities for Residents	18	Jun 21-23, 2017	Middle Management	Dr Nagaraju G & Prof Jayant Keskar
083.	Programme on Management of Foreign Exchange Business	10	Jun 26-30, 2017	Middle Management	Dr Jiji T Mathew & Dr Nagaraju G
084.	Programme on Export Credit Management	20	Jul 24-29, 2017	Middle Management	Dr Smita Roy Trivedi & Dr Elizabeth James
085.	Programme on Forex Dealing with Bourse Game	21	Jul 26-Aug 4, 2017	Dealers	Dr Gargi Sanati & Prof Rajiv Abhyankar
086.	Programme on International Investments and Borrowings (Focus: ECB/FCCB/FPI/FDI/ODI/LO/BO/PO)	12	Aug 3-5, 2017	Middle Management	Dr Nagaraju G & Dr Jiji T Mathew
087.	Programme on Forex Risk Management: Instruments and Regulations	15	Sep 4-6, 2017	Junior/Middle Management	Dr Nagaraju G & Prof Rajiv Abhyankar
088.	Programme on Financing International Trade	25	Sep 4-8, 2017	Middle Management	Dr Gargi Sanati & Prof Jayant Keskar
089.	Programme on Technical Analysis for Dealers	24	Sep 11-16, 2017	Dealers	Dr Smita Roy Trivedi & Dr Arindam Bandyopadhyay
090.	Programme on International Banking and Foreign Exchange	23	Oct 9-14, 2017	Middle Management	Dr Jiji T Mathew & Prof Jayant Keskar
091.	Programme on Financing of International Trade	11	Dec 4-9, 2017	Middle Management	Dr Smita Roy Trivedi & Prof Jayant Keskar
092.	Programme on Forex Dealing with Bourse Game	18	Dec 4-13, 2017	Dealers	Dr Jiji T Mathew & Dr Gargi Sanati
093.	Programme on NRI Business and Forex Facilities for Individuals	18	Jan 15-17, 2018	Middle Management	Dr Nagaraju G & Dr Jiji T Mathew
094.	Programme in Technical Analysis for Dealers	10	Jan 15-20, 2018	Middle Management	Dr Smita Roy Trivedi & Prof Rajiv Abhyankar
095.	Programme in Financing International Trade	17	Feb 12-16, 2018	Middle Management	Dr Gargi Sanati & Dr Smita Roy Trivedi

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
096.	Programme on Integrated Treasury with Simulated Bourse Game	13	Feb 20-Mar 1, 2018	Dealers	Dr Nagaraju G & Dr Jiji T Mathew
097.	Programme on Trade Based Money Laundering	9	Feb 26-27, 2018	Middle Management	Prof Jayant Keskar & Dr Smita Roy Trivedi
098.	Programme on Forex Treasury Operations (Focus: Back-Office Function)	13	Feb 28-Mar 2, 2018	Middle Management	Dr Gargi Sanati & Prof Rajiv Abhyankar
<b>VIII. RURAL FINANCE &amp; DEVELOPMENT</b>					
099.	Programme on Project Finance to Agriculture and Allied Sectors	8	Aug 7-12, 2017	Middle/Senior Management	Dr Naveen Kumar K
100.	Programme on Training cum-Exposure Visits to Agri-Business and Agri-Processing Projects	11	Sep 11-16, 2017	Middle/Senior Management	Dr Naveen Kumar K
101.	Programme on Lead Bank Scheme: Preparation and Management of District Credit Plan for Inclusive Growth	14	Dec 11-15, 2017	Senior Management	Dr Naveen Kumar K
102.	Programme on Financing Agri Business, Agro Processing and MSMEs (Venue: STC, Corporation Bank, Mangalore)	21	Feb 14-16, 2018	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj
103.	Programme on Project Finance to Agriculture and Agribusinesses (Venue: APMC, Udaipur)	8	Feb 21-23, 2018	Middle/Senior Management	Prof Dinesh Jain
104.	Programme on Project Finance to Agriculture and Agribusiness (Venue: IIBM, Guwahati)	9	Feb 26-28, 2018	Middle/Senior Management	Prof Dinesh Jain
105.	Programme on Financing Agri Business, Agro Processing and MSMEs (Venue: STC, SIB, Thrissur)	17	Feb 26-28 Feb 18	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj
<b>IX. STRATEGIC PLANNING, MANAGEMENT &amp; CONTROL</b>					
106.	Programme on Marketing for Branch Managers (Focus: Retail & MSME)	12	Apr 24-27, 2017	Middle/Senior Management	Dr Sarita Bhatnagar & Prof Ateeque Shaikh
107.	Programme on Marketing Strategies for MSME Business	22	May 15-19, 2017	Middle Management	Dr Sarita Bhatnagar
108.	Skills for Effective Planning and Monitoring in Banks	11	May 22-26, 2017	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
109.	Programme on Enhancing Branch Performance	33	Jun 19-23, 2017	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
110.	Programme on Customer Relationship Management in Banking	13	Sep 4-8, 2017	Middle Management	Dr Sarita Bhatnagar & Dr Kaushik Mukerjee
111.	Marketing Research and Customer Analytics for Improved Profitability	16	Nov 20-24, 2017	Middle Management	Dr Kaushik Mukerjee & Prof Ateeque Shaikh
112.	Programme on Managing Operational Efficiency and Risk in Back Office Networks	11	Dec 4-7, 2017	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
113.	Programme on Marketing Strategies for MSME Business	12	Dec 11-14, 2017	Middle/Senior Management	Dr Sarita Bhatnagar
114.	Programme on CRM and Digital Banking	12	Jan 15-18, 2018	Middle/Senior Management	Dr Sarita Bhatnagar & Dr Deepankar Roy

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
115.	Programme on Marketing for Branch Managers (Focus: Retail and MSME)	26	Feb 5-8, 2018	Middle/Senior Management	Dr Sarita Bhatnagar & Prof Ateeque Shaikh
116.	Workshop on Strategy and Leadership	4	Feb 21-23, 2018	Senior Management	Dr Kaushik Mukerjee & Prof Anjan Roy
<b>X. SPONSORED/INCOMPANY PROGRAMMES</b>					
117.	Programme on Credit Analysis (Venue: MMA Training Institute, Male, Maldives)	24	May 2-4, 2017	Credit Officers	Dr Elizabeth James & Prof Deepak Narang
118.	Programme on Management of Foreign Exchange Business with Bourse Game for Corporation Bank	31	May 2-11, 2017	Middle/Senior Management	Dr Gargi Sanati & Prof Jayant Keskar
119.	Orientation Programme for Assistant Directors of Bangladesh Bank (Batch I)	34	May 7-17, 2017	Junior Management	Dr G Nagaraju & Dr Arindam Bandyopadhyay
120.	Orientation Programme for Assistant Directors of Bangladesh Bank (Batch II)	34	May 8-18, 2017	Junior Management	Dr Gargi Sanati & Prof Jayant Keskar
121.	Management Development Programme for Executives of South Indian Bank	29	May 29-Jun 2, 2017	Middle Management	Dr Shomi Srivastava & Prof Anjan Roy
122.	Management Development Programme for Executives of Corporation Bank	31	Jun 5-10, 2017	Middle Management	Dr Kaushik Mukerjee & Dr Sarita Bhatnagar
123.	Orientation to Credit for Indian Bank Officers	33	May 29-Jun 8, 2017	Junior Management	Dr Dipali Krishnakumar & Prof Dinesh Jain
124.	Orientation to Credit for Indian Bank Officers (Venue: Image, Chennai)	44	May 29-Jun 8, 2017	Junior Management	Dr U A Balasubramanian
125.	Orientation to Credit for Indian Bank Officers	35	Jun 12-22, 2017	Junior Management	Dr Dipali Krishnakumar & Prof Dinesh Jain
126.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	42	Jun 12-22, 2017	Junior Management	Dr U A Balasubramanian
127.	Orientation to Credit for Indian Bank Officers	35	Jun 27-Jul 7, 2017	Junior Management	Prof Dinesh Jain & Prof Ateeque Shaikh
128.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	37	Jun 27-Jul 7, 2017	Junior Management	Dr U A Balasubramanian
129.	Orientation to Credit for Indian Bank Officers	34	Jul 10-20, 2017	Junior Management	Dr Sarita Bhatnagar & Prof Ateeque Shaikh
130.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	35	Jul 10-20, 2017	Junior Management	Dr U A Balasubramanian
131.	Programme on Financial Statistics for Probationary Officers of Indian Statistical Services (ISS)	10	Jul 17-21, 2017	Probationary Officers	Dr G Nagaraju & Dr Kedar nath Mukherjee
132.	Programme on Export Credit Management for ECGC Junior Officers	25	Jul 17-21, 2017	Junior Management	Dr Gargi Sanati & Prof N Ramani
133.	Leadership Development Programme for Executives of Punjab National Bank	40	Jul 17-21, 2017	Junior/Middle Management	Dr Shomi Srivastava & Prof Deepak Narang
134.	Orientation to Credit for Indian Bank Officers	44	Jul 24-Aug 3, 2017	Junior Management	Prof Dinesh Jain & 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>
135.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	44	Jul 24-Aug 3, 2017	Junior Management	Dr U A Balasubramanian
136.	Leadership Development Programme for Executives of Punjab National Bank	43	Jul 24-28, 2017	Junior/Middle Management	Dr Ramesha K & Dr Deepa Mazumdar
137.	Programme on Export Credit Management for ECGC Junior Officers	25	Jul 24-28, 2017	Junior Management	Dr G Nagaraju G & Dr Jiji T Mathew
138.	Executive Development Programme for Scale IV Divisional/Chief Managers of Canara Bank	31	Jul 31-Aug 4, 2017	Middle Management	Dr Alka Vaidya & Dr Naveen Kumar K
139.	Programme on Export Credit Management for ECGC Junior Officers	28	Aug7-11, 2017	Junior Management	Dr Smita Roy Trivedi & Prof Jayant Keskar
140.	Orientation to Credit for Indian Bank Officers	39	Aug 7-18, 2017	Junior Management	Dr Naveen Kumar K & Dr Deepankar Roy
141.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	41	Aug 7-18, 2017	Junior Management	Dr U A Balasubramanian
142.	Customized Programme on Basic Credit Appraisal for Select Officers of Bhutan Development Bank Ltd.	18	Aug 17-29, 2017	Junior/Middle Management	Dr Dipali Krishnakumar & Dr Elizabeth James
143.	Programme on Export Credit Management for ECGC Junior Officers	24	Aug 21-25, 2017	Junior Management	Dr Nagaraju G & Prof Rajiv Abhyankar
144.	Executive Development Programme for Scale IV Divisional/Chief Managers of Canara Bank	28	Aug 28-Sep 1, 2017	Middle Management	Dr Ramesha K & Dr Sarita Bhatnagar
145.	Orientation to Credit for Indian Bank Officers	36	Aug 28-Sep 8, 2017	Junior Management	Dr Deepankar Roy & Dr Naveen Kumar K
146.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	43	Aug 28-Sep 8, 2017	Junior Management	Dr U A Balasubramanian
147.	Training Course on Bank Management for Senior Bank Executives from Bangladesh, Module II (NIBM, Pune)	30	Sep 25-29, 2017	Senior Management	Dr Kaushik Mukerjee & Prof Anjan Roy
148.	Orientation to Credit for Indian Bank Officers	42	Sep 11-21, 2017	Junior Management	Prof Ateeque Shaikh & Prof Dinesh Jain
149.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	36	Sep 11-21, 2017	Junior Management	Dr U A Balasubramanian
150.	Programme on Treasury Management with Bourse Game for Selected Officers of Punjab National Bank	16	Sep 18-27, 2017	Treasury Officers	Dr Kedar nath Mukherjee & Dr G Nagaraju
151.	Executive Development Programme on Management of NPA's for Power Finance Corporation Ltd.	20	Sep 25-29, 2017	Junior/Middle Management	Dr Richa Verma Bajaj & Prof Deepak Narang
152.	Programme on Advanced Credit Management for Middle/Senior Management Executives of ECGC Ltd.	27	Oct 3-7, 2017	Middle/Senior Management	Dr Jiji T Mathew & Dr Shomi Srivastava
153.	Orientation to Credit for Indian Bank Officers	33	Oct 3-13, 2017	Junior Management	Dr Elizabeth James & Dr Sarita Bhatnagar
154.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	39	Oct 3-13, 2017	Junior Management	Dr U A Balasubramanian

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
155.	BOURSE Programme for Forex Dealers from Bangladesh (Sponsored by Bangladesh Foreign Exchange Dealers' Association-BAFEDA)	26	Oct 4-14, 2017	Dealers	Dr Gargi Sanati & Dr G Nagaraju
156.	Pogramme on Treasury Management with Bourse Game for Selected Officers of Canara Bank	19	Oct 9-15, 2017	Treasury Officers	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
157.	Orientation to Credit for Indian Bank Officers	37	Oct 23-Nov 2, 2017	Junior Management	Prof Ateeque Shaikh & Prof Dinesh Jain
158.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	39	Oct 23-Nov 2, 2017	Junior Management	Dr U A Balasubramanian
159.	Customized Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh	30	Oct 23-28, 2017	Middle Management	Dr Shomi Srivastava & Prof Ateeque Shaikh
160.	Advance Refresher Programme for Probationary Officers of Dena Bank	17	Oct 23-Nov 2, 2017	Junior Management	Dr M Manickaraj & Dr Elizabeth James
161.	Incompany Programme on Credit & Trade Finance for South Indian Bank Ltd.	28	Oct 23-27, 2017	Credit Officers	Prof Tasneem Chherawala & Dr Smita Roy Trivedi
162.	Programme on Advanced Credit Management for Middle/Senior Executives of ECGC Ltd.	29	Oct 30-Nov 3, 2017	Middle/Senior Management	Dr Smita Roy Trivedi & Dr B S Pawar
163.	Incompany Programme on Credit & Trade Finance for The South Indian Bank Ltd.	29	Nov 6-10, 2017	Credit Officers	Dr Richa Verma Bajaj & Dr G Nagaraju
164.	Orientation to Credit for Indian Bank Officers	37	Nov 6-16, 2017	Junior Management	Dr Deepankar Roy & Prof Dinesh Jain
165.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	38	Nov 6-16, 2017	Junior Management	Dr U A Balasubramanian
166.	Customized Leadership Development Programme for Senior Executives of Allahabad Bank	38	Nov 20-24, 2017	Senior Management	Dr Kaushik Mukerjee & Dr B S Pawar
167.	Orientation to Credit for Indian Bank Officers	36	Nov 20-30, 2017	Junior Management	Dr Sarita Bhatnagar & Dr Naveen Kumar K
168.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	41	Nov 20-30, 2017	Junior Management	Dr U A Balasubramanian
169.	Programme on FEMA/Foreign Exchange for Executives of Societe Generale	10	Nov 25-26, 2017	Officers from FEMA/ Foreign Exchange Dept.	Dr G Nagaraju
170.	Programme on Treasury with Bourse Game for Select Officers of Canara Bank	18	Nov 27-Dec 3, 2017	Treasury Officers	Dr G Nagaraju & Dr S V Kuvalekar
171.	Orientation to Credit for Indian Bank Officers	35	Dec 4-14, 2017	Junior Management	Dr Naveen Kumar K & Dr Sarita Bhatnagar
172.	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	39	Dec 4-14, 2017	Junior Management	Dr U A Balasubramanian
173.	Orientation to Credit for Indian Bank Officers	29	Jan 2-12, 2018	Junior Management	Prof Dinesh Jain & 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>
174	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	42	Jan 2-12, 2018	Junior Management	Dr U A Balasubramanian
175	Familiarization Programme on Commercial Banking for Bangladesh Bank (Batch I)	31	Jan 21-31, 2018	Junior Management	Dr Gargi Sanati & Prof Sanjay Basu
176	Executive Development Programme for Star Performers of Central Bank of India, Module I (NIBM, Pune) Module II (IMT, Dubai)	29	Feb 9-10, 2018	Middle/Senior Management	Dr Alka Vaidya
177	Familiarization Programme on Commercial Banking for Bangladesh Bank (Batch II)	30	Jan 22-Feb 1, 2018	Junior Management	Dr Smita Roy Trivedi & Dr Arindam Bandyopadhyay
178	Orientation to Credit for Indian Bank Officers	32	Jan 29-Feb 8, 2018	Junior Management	Prof Ateeque Shaikh & Prof Dinesh Jain
179	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	41	Jan 29-Feb 8, 2018	Junior Management	Dr U A Balasubramanian
180	Orientation to Credit for Indian Bank Officers	31	Feb 12-22, 2018	Junior Management	Dr Sarita Bhatnagar & Dr Deepankar Roy
181	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	34	Feb 12-22, 2018	Junior Management	Dr U A Balasubramanian
182	Incompany Programme on Credit & Trade Finance for the Officers of The South Indian Bank Ltd.	28	Feb 19-23, 2018	Credit Officers	Dr Elizabeth James & Dr Jiji T Mathew
183	Executive Development Programme for Star Performers of Central Bank of India (Module I: NIBM, Pune) (Module II: IMT, Dubai)	30	Feb 23-24, 2018	Middle/Senior Management	Dr S V Kuvalekar
184	Orientation to Credit for Indian Bank Officers	24	Feb 26-Mar 8, 2018	Junior Management	Prof Ateeque Shaikh & Prof Dinesh Jain
185	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	38	Feb 26-Mar 8, 2018	Junior Management	Dr U A Balasubramanian
186	Orientation to Credit for Indian Bank Officers	29	Mar 12-22, 2018	Junior Management	Prof Dinesh Jain
187	Orientation to Credit for Indian Bank Officers (Venue: IMAGE, Chennai)	27	Mar 12-22, 2018	Junior Management	Dr U A Balasubramanian
188	Incompany Programme on Integrated Treasury Management for Select Officers of State Bank of India	29	Mar 12-17, 2018	Treasury Officers	Dr Kedar nath Mukherjee & Dr G Nagaraju
189	Incompany Programme for Officers of NABARD-Customized Programme on Inspection and Supervision of RRBs and RCBs	28	Mar 19-23, 2018	Senior Management	Dr Naveen Kumar K & Dr S V Kuvalekar
<b>Total</b>		<b>4792</b>			

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

*Dr K L Dhingra: Director, Dean-Education & Principal*

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## **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) 2017-19**

Around two thousand two hundred and eighty six applicants (2286) who had appeared for the Common Admission Test (CAT) 2016, conducted by the IIMs, ATMA (February 2017) and CMAT conducted by AICTE in (January 2017), had applied for admission to PGDM (B&FS) 2017-19. On the basis of the performance in the CAT/ATMA/CMAT, 932 candidates were short-listed and called for Writing Ability Test (WAT) and Personal Interview (PI) at Pune, Mumbai, Delhi, Kolkata, Bangalore and Lucknow. Panels were formed for WAT and PI and all the candidates had to go through both the processes. The PI 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, PI scores, WAT scores, academic achievements, work experience, and extra-curricular activities.

## **Student Profile**

The batch of PGDM 2017-19 consists of 88 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 fifth 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, 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 for final evaluation.

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 an integral part 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 have been groomed 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., Deloitte, 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 eighty seven students in the PGDM (2016-18) batch. Twenty Five banks and financial institutions recruited from the campus. They are: Aptiva, Axis Bank Limited, Canfin Homes, CARE Ratings, Catholic Syrian Bank, Cognizant, CRISIL, Deloitte, Federal Bank Limited, Fino Payments Bank, First Rand Services, HDFC Bank Limited, ICRA Management Consulting Services Ltd., IDFC Bank, KPMG, P W C, Royal Bank of Scotland, Suryodaya Small Finance Bank Ltd., YES Bank Ltd., South Indian Bank, SAS Research & Development Pvt. Ltd., STCI, Kudos Finance, Brickwork Ratings, Surya Software Systems

Students were recruited across all the major verticals, i.e. risk management, treasury, credit appraisal, finance and accounts, internal audit, and IT in banking. The highest and average CTC per annum offered were Rs.19.00 lakh and Rs.10.00 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, Dr Arvind Subramanian and Shri Vinod Rai have graced the occasion as Chief Guests of the convocation.

The Convocation of the 2016-18 batch for the award of the diploma and presentation of merit awards was held on April 18, 2018. Shri N S Vishwanathan, Deputy Governor, Reserve Bank of India, presided over the convocation. Shri M Damodaran, Chairman, Excellence Enablers (Former Chairman SEBI, UTI and IDBI), delivered the Convocation Address and also presented each of the top five meritorious students of the 2016-18 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 Mr Michael Himanshu Kasana
2. The Canara Bank Gold Medal for Academic Excellence to Mr Shreyam Sikder
3. The Union Bank of India Gold Medal for Academic Excellence to Mr Gurbani Ritesh Prakash
4. The Indian Bank Gold Medal for Academic Excellence to Mr Nishant Verma
5. The Bank of Maharashtra Gold Medal for Academic Excellence to Mr Anurag Subhash Agrawal

## Online Certification Courses

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Following the directives of Reserve Bank of India in their letter DBR.No.BP.BC. 4/21.03.009/2016-17 dated August 11, 2016 on Capacity Building in Banks and AIFIs, that stressed on the need for Certification Programmes to improve the skills and competencies of officials of banks in India working in four areas viz., Credit Management, Risk Management, Treasury Management, and Accounts & Audit. IBA shortlisted NIBM as one of the training institutions for delivering these certification courses.

On September 30, 2017, NIBM launched certification courses in all the above mentioned four areas. Subsequently, the Institute also launched a certification course in Retail Credit Management in January 2018.

The courses have been designed to be blended with a mix of on-line and class room learning. The on-line component is based on the open source platform `Moodle' which provides the participants all the course material including practice quizzes to study at their own pace. The class room learning experience is provided through video based sessions, which are also provided on the Moodle platform. An extensive system for evaluation has been set up for obtaining the certification by participants. Evaluation comprises of several stages of Module tests, Assignments and a Final Exam.

The online courses received enrollments of 1206 participants from 13 banks as of March 31, 2018 including individual registrations and nominations from public sector banks, private sector banks, foreign banks, small finance banks and financial institutions. A total of 433 participants have completed the course till March 2018.

# Publications

## *A. Prajnan: Journal of Social and Management Sciences*

Prajnan is a quarterly double blind-referred journal of social and management sciences with a special reference to banking and finance. It has completed 46 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. XLV (Nos. 1-4, 2017-18) of Prajnan contained 13 research papers. The journal XLVI also published reviews of eight books received from various publishers.

### **Details of Volume XLV (Nos. 1-4) of Prajnan**

<i>Issues</i>	<i>Papers</i>	<i>Book Reviews</i>
April-June 2017	4	2
July-September 2017	4	2
October-December 2017	4	2
January-March 2018	3	2
	15	8

Some of the research papers published in the four issues of Prajnan included Capital Structure, Group Affiliation and Financial Constraints: Indian Evidence by Biswajit Ghose & Kailash Chandra Kabra, Impact of Market - Wide Circuit - Breaker on Trading Activity and Volatility: Empirical Evidence from Indian Markets by Latha S Chari, Pradiptarathi Panda & Sunder Ram Korivi, Analysing Disparities in Financial Inclusion in Punjab: A District - Level Study by Jatinder Kaur, Implementation and Impact of Financial Inclusion in India: Village Studies in Punjab & Haryana by S S Sangwan, Granger Causality Between Financial Development and Economic Growth in Financial Action Task Force Countries by Rudra P Pradhan, Debaleena Chatterjee, Saurave Dash, Manju Jayakumar & Kunal Gaurav, Economic Impact of Commodity Transaction Tax on Futures Contracts by Diganta Mukherjee, Revenue and Cost Efficiency Analysis: Empirical Study of Indian Scheduled Commercial Banks by Aparna Bhatia Megha, Relationship of Personal Characteristics with Spiritual Quotient and Job Satisfaction of Employees by Sukhwinder Kaur, Effects of Volume of Trade and Time to Maturity on Volatility - The Oilseed Derivatives Market in India by Suranjana Jorder & Diganta Mukherjee, Fiscal Reforms, Deficits and Inflation Determination: Empirical Evidence from India by Lekha Chakraborty & Kushagra Om Varma, Shares Repurchase and Liquidity: An Examination of Indian Firms by Sadaf Anwar, Shveta Singh & P K Jain, Diversification Impact on Bank Efficiency: A Panel Data Analysis by Joyeeta Deb, Factors Affecting Profit Efficiency of Scheduled Commercial Bank in India: A Panel Tobit Regression Analysis by Aparna Bhatia & Mehga Mahendru.

Prajnan was published under the editorship of Dr Arindam Bandyopadhyay with Dr Smita Roy Trivedi & Prof Ateeque Shaikh.

## *B. Vinimaya*

Vinimaya is a practitioner oriented journal that aims at leading the discourse among academicians, business executives and thought leaders with reference to the banking and financial services industry.



The journal aims at enriching its readers with ideas that can be put into practice, sharing creative approaches for solving industry - related issues, and helping readers make sense of the rapid changes in the industry landscape. Vinimaya aims at providing a platform for convergence of diverse viewpoint related to Banking and Financial Services industry from eminent researchers, academicians, present and former practitioners in banking and financial services.

The articles published in Vinimaya are based on contemporary issues facing the banking industry and the contents are designed to prove insights into matters of concern for the bankers' community. Four issues were published between April 2017 and March 2018. Several eminent personalities from the field of banking and finance contributed their articles to Vinimaya during this period. In total, 17 articles were published during the year. Some of the noteworthy articles published during this period include:

- ❑ Retail Credit: Emerging Sweet Spot in Banking by B V Chaubal & Sarita Bhatnagar
- ❑ Establishment of National Company Law Tribunal for Rehabilitation of Sick Companies: A New Era Begins by V S Kaveri
- ❑ Performance Analysis of Cooperative Banks: A Case Study of Nagaland State Cooperative Bank Ltd. By Sankar Thappa & B Imsunungsang
- ❑ Practice and Governance of Information Technology by Sunil Bakshi
- ❑ Bank Customers: Gender Gap Bridging Fast, But Miles to Go! by M R Das
- ❑ A 'Bad' Bank within a Bank - Is it an Idea Whose Time has Come? By B V Chaubal
- ❑ Marginal Cost of Funds - Based Lending Rate (MCLR): RBI Guidelines Towards an Innovative Step in Bringing Reforms in Lending Rates by Shams Tabrez
- ❑ Changing Landscape of Banking: A Futuristic Perspective by Ashwini Kumar
- ❑ Regulatory, Technological and Human Resource Challenges for Enhancing Effectiveness of Indian Banks by Usha Ananthasubramanian
- ❑ Transformation of Corporate Governance in Public Sector Banks by K Srinivasa Rao

The issues published in 2017-18 was under the editorship of Dr Kaushik Mukerjee with Dr Jiji Mathew and Dr Sarita Bhatnagar as editorial team members.

### ***C. Monographs Published in 2017-18***

#### ***1. Compendium of Published Papers / Books and Articles – NIBM Faculty – 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 three research articles published in rated journals, two books published, two chapters in the book, two case studies & eight published articles in other journals, published by NIBM Faculty Members.

## Collaboration and Association with Other Organizations

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**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 1.4.2018 to 31.3.2021.

**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. Centre for International Cooperation and Training in Agricultural Banking (CICTAB), Pune.
2. KPMG
3. National Payments Corporation of India (NPCI)
4. Indian Institute of Banking and Finance (IIBF)

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

NIBM conducted four 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, September 11-23, 2017 – Dr S V Kuvalekar & Prof Sanjay Basu
2. International Programme on Corporate Governance and Leadership for Top Executives from Financial Systems, December 11-16, 2017 – Dr Kaushik Mukerjee & Prof B V Chaubal
3. International Programme in Bank Financial Management, (*Focus: Risk Management and Basel II & III Accord*), January 8-20, 2018 – Dr S V Kuvalekar & Dr K Ramesha
4. International Programme in Banking Finance, (*Focus: Risk Management*), March 5-17, 2018 – Dr Smita Roy Trivedi & Prof Tasneem Chherawala

**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

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\* 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, Pension Advisory Committee, Pension Fund Regulatory & Development Authority (PFRDA), Delhi
4. Member, Subscriber's Education & Protection Fund (SEPF), Pension Fund Regulatory & Development Authority (PFRDA), Delhi
5. Member, Centre for Professional Excellence in Cooperatives (CPEC) of Accreditation Board - Bankers Institute of Rural Development, Lucknow
6. Member, PGDM Academic Committee of Vaikunth Mehta National Institute of Co-operative Management, Pune

**G. NIBM Faculty were Associated with the Following Organizations**

1. *Dr K Ramesha:* (a) Independent Director, Union Bank of India, (b) Member, Governing Board, Southern India Banks' Staff Training College, (c) Ph.D., Guide, Savitribai Phule Pune University, Pune (d) Ph.D., Guide, BITS Pilani.
2. *Dr S V Kuvalekar:* (a) Member of Governing Board of Indian Institute of Bank Management (IIBM), Guwahati, Assam (NIBM's representative on IIBM Governing Board).
3. *Dr G Nagaraju:* (a) Lifetime Member of The Econometric Society of India, (b) Ph.D., Guide, Savitribai Phule Pune University, Pune in the area of Financial Management, Department of Management.
4. *Dr Arindam Bandyopadhyay:* (a) Editor, PRAJNAN-Journal of Social & Management Sciences, (b) Ph.D., Guide, Savitribai Phule Pune University, Pune in the area of Organization Management Since, (c) Referee of Journals: European Journal of Operational Research (EJOR), IIMB Management Review, Economic Systems, Elsevier; Emerging Market Finance and Trade, Financial Innovation, Springer; Inder Science Journal, (d) Member of Editorial Board of International Journal of Research & Methodology in Social Sciences (IJRMSS).
5. *Dr Kedar nath Mukherjee:* Ph.D., Guide, Savitribai Phule Pune University, Pune.
6. *Dr Richa Verma Bajaj:* Ph.D., Guide, Savitribai Phule Pune University, Pune.
7. *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.
8. *Dr Kaushik Mukerjee:* Ph.D., Guide, Symbiosis International University, Pune.
9. *Prof Dinesh Jain:* (a) Principal Guide at Gujarat Law Society (GLS) University, Ahmedabad (b) Thesis Advisory Committee Member for Doctoral Fellow Programme in Management (FPM) at EDII (c) Recognised Faculty Advisor by Enactus India that aimed at creating socially responsible business leaders (d) Editorial Review Board Member for Amity Journal of Agribusiness.

# Other Activities

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## A. Library

### *Books*

With the addition of 193 books to the library the general collection stands at 68,544. With 3,589 reports in the Rand Corporation Collection, the total number of books has reached 72,131. Another 182 bound volumes were added, taking the collection of bound volumes to 14,838 by the end of March 2017.

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 5792 Working Papers/Occasional Papers/Economic Papers from various banks/institutions/foreign organizations

### *Periodicals*

The library received 154 periodicals 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	51	63	114
Exchange	-	-		25	04	29
Complimentary	-	-		9	2	11
	13	+	1 = 14	85	+	69 = 154

In addition, the library also receives economic bulletins published by Indian as well as foreign banks, 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 2986 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. EBSCO Business Source Complete Database
5. EPWRF India Time Series database
6. J-Gate Management Sciences
7. JSTOR
8. National Digital Library (NDL)
9. ProQuest ABI/Inform (Complete)
10. Thomson Reuters Eikon Including Datastream

## ***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.

### *Photocopying Facility*

Photo copying (other than books and copyrighted materials) facility is available on payment basis to outside users.

## **B. Computer Services Centre (CSC)**

Another focal point in the Institute is the well-equipped Computer Services Center providing excellent IT Services to the users. The Center is equipped with the state-of-the-art computing facilities to support the research, training and consultancy activities of the Institute. At present, there are two computer labs consisting of Intel-i5/i3 Desktops, projection and audio systems and being extensively used during the demonstration / hands-on sessions of our training programs. Both the lab computers are facilitated with the Internet connectivity.

Desktop Computers with internet connectivity were also been provided in the Hostel Premises for easy computing facility to the participants after office hours. 24x7 Wi-Fi-enabled internet connectivity is also being provided to all participants, PGDM Students and employees of the Institute on their own devices in the Office Area as well in the Residential premises of the NIBM Campus.

The Center had hosted various branded servers with a mix of operating system flavours such as Windows Servers, Red Hat Enterprise Linux, Ubuntu, Novell NetWare, etc. - as per the requirement of the different applications - to which more than 250 nodes of NIBM's Local Area Network are connected. After successful implementation of first phase of ERP, NIBM had entered into a second phase of bringing remaining important institutional applications under one roof of ERP for ease of office operations and a step towards the paperless office.

Various analytical software packages like SPSS, EViews, STATA, @Risk, Matlab, etc. are available to the users through the NIBM servers. NIBM had also subscribed to different online services/databases such as CMIE, Ace Equity, Eikon Thomson Reuters, EBSCO, ProQuest, etc. which are also accessible to the users from the NIBM's intranet.

Latest Intel-i7 Laptops with multi-media capabilities were provided to the faculty members. Other administrative staff is equipped with Intel-i3 Desktops.

Recently NIBM network is upgraded with the latest technology equipments for better security and speed. Complete NIBM Intranet backbone is now supported by Fiber Optic for better speed and steady performance.

### **C. Medicare Facilities**

Campus has two medical facilities - one fully equipped dispensary in the residential area and one first aid and sick room within 100 meters of the administrative and academic block. Both the clinics maintain stocks of emergency and basic medicines and first aid services.

The Institute has one resident doctor available 24x7, and one part time visiting specialist and a nurse to assist both the doctors during their respective timings.

The Institute has a tie up with various nearby diagnostic centres for lab tests, x-ray, USG and even home sample collection facility. Major hospitals and nursing homes in the vicinity and in the city are empanelled by the Institute where prompt medical services are provided to campus patients on priority basis, if required. Also, at the clinic, regular health and preventive vaccination programmes are conducted.





## E-Certification Courses Launched



Dr K L Dhingra, Director, NIBM, Dr Viral Acharya, Deputy Governor, RBI, Shri V G Kannan, CEO, IBA and Dr K Ramesha, Dean Research, NIBM



◀ Dr K L Dhingra, Director, NIBM felicitating Dr Viral Acharya, Deputy Governor, RBI



Address by  
Dr Viral Acharya, Deputy Governor, RBI ▶

## Dignitaries at the Workshop



Dr K L Dhingra, Director, NIBM, Shri Ashok Lavasa, IAS, Finance Secretary, GoI, Dr M S Sahoo, Chairperson, Insolvency and Bankruptcy Board of India, Dr K Ramesha, Dean Research, NIBM



Dr K L Dhingra, Director, NIBM felicitating the Chief Guest Shri Ashok Lavasa, IAS, Finance Secretary, GoI, on the left and Dr M S Sahoo, Chairperson, Insolvency and Bankruptcy Board of India on the right



**International Programme on Asset-Liability Management**  
*September 11 – 23, 2017*



Dr K L Dhingra, Director, NIBM, flanked by NIBM Faculty Dr G Nagaraju, Dr Kedar nath Mukherjee, Dr S V Kuvalekar and Prof Sanjay Basu, Coordinators of the programme along with the 34 programme participants from 22 different countries.

**International Programme on  
Corporate Governance and Leadership For Top Executives from the Financial System**  
*December 11 – 16, 2017*



Dr K L Dhingra, Director, NIBM, Prof B V Chaubal and Dr Kaushik Mukerjee, Programme Coordinators, with 26 programme participants from 12 different countries.

**International Programme in Bank Financial Management**  
**(Focus: Risk Management and Basel II & III Accord)**  
*January 8 – 20, 2018*



33 participants from 18 different Asian and African, neighbouring countries attended the programme.  
Director, NIBM Dr K L Dhingra, Dr K Ramesha, and Dr S V Kuvalekar Programme Coordinators,  
Ms Rosamma Peter, Executive Officer-EDP seated in the first row

**International Programme in Banking and Finance**  
**(Focus: Risk Management)**  
*March 5 – 17, 2018*



Dr K L Dhingra, Director, NIBM, Prof Tasneem Chherawala and Dr Smita Roy Trivedi, Programme Coordinators  
with 38 programme participants from 25 different countries.



**Fourteenth Convocation  
Post Graduate Diploma in Management (B&FS)  
(2016-18 Batch)  
April 18, 2018**



Dr K L Dhingra, Director, NIBM, Shri M Damodaran, Chairman, Excellence Enablers Former Chairman SEBI, UTI and IDBI and Shri N S Vishwanathan, Deputy Governor, Reserve Bank of India



Welcome Speech by Dr K L Dhingra, Director, NIBM



Welcome to Shri N S Vishwanathan, Deputy Governor, RBI by Dr K L Dhingra, Director, NIBM



Convocation Address by  
Shri M Damodaran, Chairman, Excellence Enablers  
Former Chairman SEBI, UTI and IDBI



Shri N S Vishwanathan, Deputy Governor, Reserve Bank of India  
Addressing the Gathering





The Dignitaries release the Compendium of Published Papers by NIBM Faculty



End of the Chapter – Tossing of the Caps – PGDM Students



Dignitaries and students who have won the Gold Medals



Mohashin Ansari (PGDM Student) Awarded for his contribution in programming Bourse Game Software

# Annexures





## Organizationwise Number of Participants: 2017-18

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
<b>A. RESERVE BANK OF INDIA</b>	<b>38</b>	9. HDFC Bank Ltd.	17
<b>B. STATE BANK GROUP</b>	<b>131</b>	10. ICICI Bank Ltd.	10
<b>C. NATIONALISED BANKS</b>		11. IDBI Bank Ltd.	13
1. Allahabad Bank	75	12. IDFC Bank Ltd.	14
2. Andhra Bank	72	13. IndusInd Bank Ltd.	1
3. Bank of Baroda	57	14. Karnataka Bank Ltd.	49
4. Bank of India	32	15. North East Small Finance Bank	2
5. Bank of Maharashtra	34	16. RBL Bank Ltd.	5
6. Canara Bank	210	17. Shinhan Bank	1
7. Central Bank of India	110	18. Suryoday Small Finance Bank Ltd	1
8. Corporation Bank	144	19. Tamilnad Mercantile Bank Ltd.	20
9. Dena Bank	55	20. The Catholic Syrian Bank Ltd.	11
10. Indian Bank	1367	21. The Federal Bank Ltd.	42
11. Indian Overseas Bank	8	22. The Jammu & Kashmir Bank Ltd.	5
12. Oriental Bank of Commerce	50	23. The Karur Vysya Bank Ltd.	72
13. Punjab and Sind Bank	19	24. The Lakshmi Vilas Bank Ltd.	5
14. Punjab National Bank	178	25. The Nainital Bank Ltd.	1
15. Syndicate Bank	61	26. The South Indian Bank Ltd.	169
16. UCO Bank	7	27. Ujjivan Small Finance Bank Ltd.	18
17. Union Bank of India	87	27. UTI Asset Management Co.Ltd.	4
18. United Bank of India	8	28. Utkarsh Small Finance Bank	1
19. Vijaya Bank	69	29. YES Bank Ltd.	33
<b>Sub-Total</b>	<b>2643</b>	<b>Sub-Total</b>	<b>536</b>
<b>D. PRIVATE SECTOR BANKS</b>		<b>E. COOPERATIVE BANKS</b>	
1. Aditya Birla Idea Payments Bank Limited (ABIPBL)	1	1. Abhyudaya Co-operative Bank Ltd.	4
2. Airtel Payments Bank Ltd.	1	2. Andhra Pradesh Co-operative Bank	2
3. Axis Bank Ltd	11	3. Bassein Catholic Co-op Bank Ltd.	2
4. Bandhan Bank	6	4. Citizen Credit Co-op Bank Ltd.	1
5. Capital Small Finance Bank Ltd.	2	5. GP Parsik Sahakari Bank Ltd.	1
6. City Union Bank Ltd.	14	6. Janakalyan Sahakari Bank Ltd	5
7. DCB Bank Ltd	3	7. Janata Sahakari Bank Ltd( Pune)	1
8. ESAF Small Finance Bank Ltd.	4	8. Pragati Krishna Gramin Bank	2
		9. Rajgurunagar Sahakari Bank Ltd.	1

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
10. REPCO Bank	4	7. Doha Bank QSC	1
11. Saraswat Co-op Bank Ltd.	7	8. Hong Kong & Shanghai Banking Corp. Ltd	8
12. SVC Co-op. Bank Ltd.	9	9. HSBC	4
13. The Akola Dist. Central Co-op Bank Ltd	2	10. HSBC Bank	3
14. The Bharat Co-op Bank ( Mumbai) Ltd	1	11. Mashreq Bank PSC	4
15. The Kalupur Commercial Co-op Bank Ltd	2	12. Royal Bank of Scotland Group	1
16. The Rajasthan State Co-op Bank Ltd	2	13. SBM Bank (Mauritius) Ltd.	2
17. TJSB Sahakari Bank Ltd	2	14. Standard Chartered Bank	10
<b>Sub-Total</b>	<b>48</b>	15. Sumitomo Mitsui Banking Corporation	5
<b>F. REGIONAL RURAL BANKS</b>		16. The Bank of Nova Scotia	1
1. Allahabad U P Gramin Bank	1	17. The Bank of Tokyo-Mitsubishi UFJ, Ltd.	5
2. Gramin Bank of Aryavart	3	18. The Royal Bank Of Scotland PLC	11
3. Kerala Gramin Bank	7	<b>Sub-Total</b>	<b>70</b>
4. Maharashtra Gramin Bank	1	<b>I. FOREIGN BANKS (OUTSIDE INDIA)</b>	
5. Pragathi Krishna Gramin Bank	3	1. African Development Bank	1
6. Saurashtra Gramin Bank	1	2. Agrani Bank Limited	9
7. Tripura Gramin Bank	1	3. Agricultural Development Bank Ltd.	8
<b>Sub-Total</b>	<b>17</b>	4. Agriultural Development Bank Ltd., Nepal	2
<b>G. FINANCIAL INSTITUTIONS</b>		5. Bal Kumari Savings and Credit Cooperative Ltd.	1
1. Andhra Pradesh State Financial Corporation	2	6. Banco Cuscatlan de El Salvador	2
2. Export-Import Bank of India	26	7. Bangladesh Bank	152
3. Housing & Urban Devp. Corpn Ltd	10	8. Bangladesh Institute of Bank Management	2
4. IFCI Ltd.	7	9. Bangladesh Krishi Bank	1
5. National Bank for Agriculture and Rural Development (NABARD)	41	10. Bank Asia Ltd.	1
6. National Insurance Company Ltd.	4	11. Bank of Abyssinia	1
7. Small Industries Development Bank of India (SIDBI)	19	12. Bank of Baroda Kenya Ltd.	1
8. STCI Finance Limited	4	13. Bank of Bhutan Ltd	33
9. UTI AMC Ltd.	2	14. Bank of Ceylon	61
<b>Sub-Total</b>	<b>115</b>	15. Bank of Ghana	5
<b>H. FOREIGN BANKS (IN INDIA)</b>		16. Bank of Kathmandu Ltd.	1
1. Abu Dhabi Commercial Bank	2	17. Bank of Maldives PLC	2
2. American Express Banking Corp.	1	18. Bank of Mozambique	1
3. Bank of Bahrain & Kuwait BSC	4	19. Bank of The Bahamas	1
4. Citibank NA	1	20. Bank of Zambia	1
5. DBS Bank Ltd	6	21. Banque Heritage Uruguay S.A.	1
6. Development Bank of Singapore Ltd( DBS)	1	22. Basic Bank Ltd	1
		23. Belgazprombank, Belarus	1

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
24. Bhutan Development Bank Ltd	18	60. ICFC Finance Limited	7
25. Bia Niger	1	61. IFIC Bank Ltd.	17
26. BRAC Bank Ltd.	2	62. Investment Corporation of Bangladesh	11
27. Central Bank of El Salvador	3	63. Islami Bank Bangladesh Ltd.	2
28. Central Bank of Iraq	2	64. Jamuna Bank Limited	1
29. Central Bank of Kenya	3	65. Janakalyan SACCOS	2
30. Central Bank of Sri Lanka	4	66. Janata Bank Limited	55
31. Central Bank of Sudan	1	67. Janata Bank Nepal Limited	19
32. Central Bank of Syria	2	68. Kithulwala TCCS Ltd.	1
33. Citizens Bank International Ltd.	32	69. Krung Thai Bank PCL	1
34. Civil Bank Ltd.	2	70. Kumari Bank Limited	3
35. Colombo South Cooperative Society Ltd.	1	71. Laxmi Bank Ltd	10
36. Commercial Bank of Ceylon - PLC	8	72. Elet Capital Microcredit Company Ltd.	1
37. Commercial Bank of Maldives	1	73. Machhapuchchhre Bank Ltd.	5
38. Commercial Bank of Syria	3	74. Maldives Islamic Bank	2
39. Cooperative Bank of South Sudan	1	75. Maldives Monetary Authority	12
40. Da Afghanistan Bank	6	76. MCB, Maldives	1
41. Demir Kyrgyz International Bank	1	77. Mechi Co-operative Society Limited	2
42. Dept. of Cooperative Development	1	78. Mega Bank Nepal Ltd.	4
43. Development Bank of Seychelles	1	79. Meghna Bank Ltd.	2
44. Development Bank of the Philippines	1	80. Mercantile Bank Limited, Bangladesh	7
45. Development Co-op. Society Ltd.	2	81. Min. of Finance	1
46. DFCC Bank PLC	3	82. Ministry of Displaced	1
47. Eastern Bank Ltd.	10	83. Ministry of Finance and Economic Development	1
48. Egyptian Accountability State of Authority	1	84. Ministry of Finance, Beirut	1
49. Enterprise Risk Management & Governance Consultancy Services	1	85. Ministry of Finance-Afghanistan	2
50. Everest Bank Ltd.	4	86. Muktinath Bikas Bank Ltd.	1
51. Excel Development Bank Ltd.	1	87. Mutual Trust Bank Ltd.	2
52. Export Import Bank of Bangladesh Ltd	1	88. Narawila-Henagama TCCS Ltd.	1
53. Fiji Development Bank	1	89. National Bank of Cambodia	4
54. First Security Islami Bank Ltd.	3	90. National Bank of Kuwait	1
55. Firstrand Ltd.	1	91. National Co-operative Bank Ltd., Nepal	4
56. Global IME Bank Ltd	15	92. National Commercial Bank Jamaica	2
57. Government of Zimbabwe	1	93. National Savings and Credit Bank	2
58. Graduate School of Business, Mongolian University of Science & Technology	1	94. Nawala-Koswatta TCCS Ltd.	1
59. Habib Bank Ltd.	1	95. Nepal Bank Ltd	22
		96. Nepal Credit & Commerce Bank Limited	1

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
97. Nepal Investment Bank Ltd	68	131. State Bank of Vietnam	2
98. Nepal Rastra Bank	6	132. Sunrise Bank Ltd	8
99. Nepal SBI Bank Ltd	2	133. Superintendency of Banking Insurance and Private Pension Funds	1
100. NMB Bank Limited	18	134. Superintendency of Banking Insurance and Private Pensions Fund	1
101. Northern Interindustry Company The Alternative Ltd.	1	135. Superintendency of Financial System, El Salvador	1
102. NRB Bank Ltd.	1	136. Tanzania Institute of Bankers	1
103. NRB Commercial Bank Ltd.	3	137. TCSP Tajik Credit Support Partner LLC	1
104. Office of the Chief Government Statistician	1	138. The Bank of the LAO PDR	1
105. Palestinian Monetary Authority	4	139. The Christian Co-operative Ltd.	2
106. Pan Asia Banking Corporation PLC	2	140. The City Bank Ltd.	2
107. People's Bank	4	141. The Farmers Bank Ltd.	1
108. People's Own Savings Bank	1	142. The First Micro Finance Bank	1
109. Prime Bank Ltd.	2	143. The Premier Bank Limited	1
110. Prime Commercial Bank Ltd.	4	144. The Sacco Societies Regulatory Authority (SASRA)	1
111. Proven Fund Managers Ltd.	1	145. Universidad Catolica del Uruguay	1
112. Pubali Bank Ltd.	1	146. Uttara Bank Ltd.	4
113. Reserve Bank of Zimbabwe	1	<b>Sub-Total</b>	<b>866</b>
114. Rupali Bank Ltd.	5	<b>J. OTHER CENTRAL/STATE GOVT. BODIES</b>	
115. Sanasa Fed. Ltd in Sri Lanka	2	1. Indian Statistical Service (ISS)	10
116. Sanima Bank Ltd	7	2. Ministry of Economy and Finance, Peru	1
117. Sarifa Insurance Brokers Limited	1	3. National Institute of Rural Deve.	2
118. Seylan Bank PLC	1	4. Siddheswari Mahila Saving and Credit Cooperative Ltd.	1
119. Shahjalal Islami Bank Ltd.	1	<b>Sub-Total</b>	<b>14</b>
120. Shree Bala Sundari Sana Kissan Agriculture Co-operative Ltd.	1	<b>K. NON-BANKING FINANCE COMPANIES</b>	
121. Siddhartha Bank Ltd	11	1. ANZ Support Services India Pvt. Ltd.	3
122. Siddhartha Development Bank Ltd.	3	2. Edelweiss Asset Reconstruction Company Ltd.	4
123. Sikhar Samajjee Saving and Credit Cooperative	1	3. India Infrastructure Finance Co. Ltd.	7
124. Skyebank Guinee, Guinea	1	4. Life Insurance Corpn of India	7
125. Sonali Bank Limited	30	5. National Housing Bank	6
126. Sonali Bank Ltd	6	6. North Eastern Development Finance Corporation Ltd (NEDFi)	5
127. South Bangla Agriculture and Commerce Bank Ltd.	1	7. PNB Gilts Ltd.	2
128. Southeast Bank Ltd	1	8. Power Finance Corporation Ltd.	20
129. Standard Bank Ltd.	2		
130. Standard Chartered Bank, Bangladesh	2		

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
9. SBI Capital Markets Ltd	1	19. Institute of Business Technologies UAB of the Sumy State University	1
10. SBI Global Markets	1	20. Institute of Finance Banking & Insurance (IFBI)	1
11. Standard Chartered Investments and Loans Ltd.	1	21. Janalakshmi Financial Services Ltd.	2
12. The New India Assurance Co Ltd	1	22. Kolonnawa TCCS Ltd.	1
13. The Oriental Insurance Co.Ltd.	1	23. Ministry of Economy and Finances, Venezuela	2
<b>Sub-Total</b>	<b>59</b>	24. National Bank Staff Collage	1
<b>L. OTHER ORGANISATIONS</b>		25. National Identification Authority	1
1. Accountability State Authority	2	26. National Payments Corporation of India	5
2. American University of Central Asia	1	27. Qualitykiosk	1
3. ANZ Operations & Technology Pvt Ltd	3	28. Sana Kisan Agro Co-operative Ltd.	1
4. Bankers Institute of Rural Development (BIRD)	2	29. SBI DFHI Ltd	1
5. Banking Regulation and Supervision Agency	1	30. Shree Syandi Saving and Credit Cooperative Ltd.	1
6. Bashkir State University	1	31. Sisa Sagun SACCOS	1
7. CARE Ratings Ltd.	1	32. Societe Generale	10
8. Chaitanya Godavari Grameena Bank	1	33. Societe Generale Global Solutions Centre Pvt. Ltd.	1
9. Credit Agricole Corporate & Investment Bank	3	34. Southern India Banks' Staff Training College	2
10. Department of Co-operative Development	1	35. Star Union Dai-ichi Life Insurance Co. Ltd.	1
11. Department of Cooperative Development (Western Province)	5	36. STCI Primary Dealer Ltd.	1
12. Dire Micro Finance Institution S.C.	1	37. Suryoday Saving & Credit Co-operative Ltd., Nepal	2
13. ECGC Ltd.	171	38. The Clearcorp Dealing System Ltd	2
14. Ezetap Mobile Solutions Pvt. Ltd.	2	39. The Clearing Corporation of India Ltd.	11
15. Gaborone City Council	1	40. The Morning Star Co-operative Credit Union Ltd.	1
16. Ghorahi Saving & Credit Co-operative Ltd.	1	41. Vietnam Asset Management Company (VAMC)	1
17. Indian Banks' Association	2	<b>Sub-Total</b>	<b>255</b>
18. Indian Institute of Banking & Finance	5		
<b>Grand Total Number of Participants 4792</b>			

## Countrywise Number of Foreign Participants: 2017–18

<i>Country</i>	<i>No. of Participants</i>	<i>Country</i>	<i>No. of Participants</i>
1. Afghanistan	8	24. Nepal	282
2. Bahamas	1	25. Niger	1
3. Bangladesh	346	26. Palestine	5
4. Belarus	1	27. Peru	3
5. Bhutan	51	28. Philippines	1
6. Botswana	1	29. Russian Federation	2
7. Cambodia	4	30. Saudi Arabia	1
8.. Egypt	3	31. Seychelles	1
9. El Salvador	6	32. South Africa	1
10. Ethiopia	2	33. Sri Lanka	97
11. Fiji	1	34. Sudan	2
12. Ghana	5	35. Syria	5
13. Guinea	1	36. Tajikistan	2
14. Iraq	2	37. Tanzania	3
15. Jamaica	3	38. Thailand	1
16. Kenya	6	39. Tunisia	1
17. Kyrgyzstan	3	40. Turkey	1
18. Laos	1	41. Ukraine	1
19. Lebanon	2	42. Uruguay	2
20. Lesotho	1	43. Venezuela	2
21. Maldives	25	44. Vietnam	3
22. Mongolia	1	45. Zambia	3
23. Mozambique	1	46. Zimbabwe	4
<b>Total Number of Participants</b>		<b>899</b>	

## Books, Papers/Articles Published and Working Paper by the Faculty: 2017–18

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### A. Book Published

1. **Smita Roy Trivedi & Sutanu Bhattacharya** (2018), "Financial Economy Evolutions at the Edge of Crises" March 2018, published by Routledge Taylor & Francis Group.

### B. Chapters in Published Books

1. **Dinesh Jain, Zhang-Yue Zhou, Jing Xiang, Wei-Ming Tian, Guanghua Wan & Vasant P Gandhi**, (2017), "Changes in Food Demand and Supply in the People's Republic of China and the Subcontinent: Impacts on Global Food Security" Chapter No. 10 in the book *Food Insecurity in Asia Why Institutions Matter*, published by Asian Development Bank.
2. **Sarita Bhatnagar** (2017), "SBI Quest for Marketing Excellence through Social Media", published in Book Titled "Managing Business in VUCA World - Cases and Experiences" (ISBN - 9789386724021), Excel Publishers, New Delhi.

### C. Published Papers and Articles

1. **Ateeque Shaikh, D Sharma, A Vijayalakshmi & R S Yadav** (2018), "Fairness in Franchisor-Franchisee Relationship: An Integrative Perspective", published in *Journal of Business & Industrial Marketing*, 33(4), pp. 550-562. It is A ranked in the ABDC Journal quality list, ABS rank 2, *Emerald Journal*.
2. **Ateeque Shaikh, R Priya & A V Gandhi** (2018), "Mobile Banking Adoption in An Emerging Economy: An Empirical Analysis of Young Indian Consumers", *Benchmarking: An International Journal*, 25(2), pp. 743-762. ('ABDC' B ranked Emerald Journal).
3. **Ateeque Shaikh, Aradhana Vikas Gandhi & Pratima Amol Sheorey** (2017), "Impact of Supply Chain Management Practices on Firm Performance: Empirical Evidence from a Developing Country", published in *International Journal of Retail & Distribution Management*, Vol. 45, No. 4, 2017 pp 366-384, Emerald Publishing Limited. It is a B category journal in the ABDC journal quality list.
4. **Badrinarayan S Pawar** (2017), "The Relationship of Individual Spirituality and Organizational Spirituality with Meaning and Community at Work: An Empirical Examination of the Direct Effects and Moderating Effect Models", published in the *Leadership & Organization Development Journal*, Vol. 38, No. 7, 2017, pp 986-1003, Emerald Publishing Limited. It is a B category journal in the ABDC journal quality list.
5. **Dipali Krishnakumar, N K Chidambaran & Madhvi Sethi** (2018), "Cross-border Vs Domestic Acquisitions: Evidence from India", published in *Journal of Economics and Business*, 95 (2018) pp. 3-25. It is a B category Journal in the ABDC journal quality list.
6. **Kaushik Mukerjee** (2018), "The Impact of Brand Experience, Service Quality and Perceived Value on Word of Mouth of Retail Bank Customers: Investigating the Mediating Effect of Loyalty", *Journal of Financial Services Marketing*, Macmillan Publishers, Vol. 23, pp 12-24. It is a B category Journal in the ABDC journal quality list.

7. **Anjan Roy** (2018), "Business Impacts of Electronic Banking Technologies", *International Journal of Electronic Banking*, Vol.1 No.2 It is a C category Journal in the ABDC journal quality list.
8. **Dipali Krishnakumar, Akansha Asher & Madhvi Sethi** (2017), "Capital Structure Decisions of Indian Drugs and Pharmaceutical Firms", *Indian Journal of Public Health Research & Development*, October-December 2017, Vol.8, No. 4 pp 796-807.
9. **Dipali Krishnakumar, Shagun Thukral, Sunder Korivi & Dipasha Sharma** (2017), "Too Little, Too Late? Role of Credit Rating Agencies in the Amtek AUTO default", published in *Emerald Emerging Markets Case Studies*, Vol 7, Issue 4, pp 1-22.
10. **B V Chaubal & Sarita Bhatnagar** (2017), "Retail Credit: Emerging Sweet Spot in Banking", Published in *Vinimaya*, Vol. XXXVIII, No. 1, April-June 2017, pp 5-14.
11. **Sunil Bakshi** (2017), "Practice and Governance of Information Technology", Published in *Vinimaya*, Vol. XXXVIII, No. 2, July-September 2017, pp 5-28.
12. **Sarita Bhatnagar & Kajal Ghose** (2017), "Analytics in Banking: A Focus on the Strategies of State Bank of India", Published in *Vinimaya*, Vol. XXXVIII, No. 2, July-September 2017, pp 29-34.
13. **B V Chaubal** (2017), "A 'Bad' Bank within a Bank - Is it an Idea Whose Time has Come?", Published in *Vinimaya*, Vol. XXXVIII, No. 3, October-December 2017, pp 5-7.
14. **Deepak Narang & V S Kaveri** (2018), "NCLT Background and Review of Cases", published in *The Indian Banker*, Vol.V Issue 6, January 2018 pp 20-27.
15. **Deepak Narang** (2018), "Managing Non-Performing Assets: A Paradigm Shift", *Yojana* (Special Issue), January 2018 pp14-18.

#### **D. Working Paper**

1. Reaction of Equity Markets to Introduction of Schemes and Regulations for NPA Management in India – *Dipali Krishnakumar*

#### **E. Case Studies**

1. Mumbai Constructions Ltd: A Case on Restructuring of Loans, published by ET Cases (Dr M Manickaraj and Dr K Ramesha)
2. Kudos Finance and Investment Private Ltd, a case authored by Dr M Manickaraj presented at the FLAME International Case Conference, June 29- 30, 2017.



## Institute Personnel 2017-18

(as on March 2018)

<b>Dr K L Dhingra</b>	<b>Director</b>
<b>Faculty</b>	<b>Areas of Interest</b>
Prof Rajiv Abhyankar	Planning & Development in International Banking, International Trade & Finance, Fixed Income & Money Markets, Foreign Exchange
Prof 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
Prof Sanjay Basu	Fixed Income Portfolio Management; Market Risk Management; Asset-Liability Management; Applied Contract Theory; Game Theory
Dr R Bhaskaran	Finance, Micro Finance, Treasury, Investment and Risk Management
Dr Sarita Bhatnagar	Marketing Management; Marketing of Banking Services; General Management; Customer Relationship Management; Service Quality Management
Prof B V Chaubal	Global Markets, HR, Stressed Assets, Vigilance, Credit, General Banking
Prof Tasneem Chherawala	Finance
Prof Dinesh Jain	Agribusiness, Entrepreneurship, Economics, Agricultural Finance, Microfinance, and Financial Inclusion, Agri and Rural Marketing, Environment and Sustainable Development
Dr Elizabeth James	Corporate Finance; Working Capital Management; Credit Analysis and Management
Prof Jayant Keskar	Money, Banking and International Finance
Dr Dipali Krishnakumar	Finance/Accounting/IFRS/Mergers and Acquisitions/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
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
Prof Deepak Narang	Credit, Banking Regulation and Recovery Management
Dr Badrinarayan Pawar	Organizational Behaviour, Workplace Spirituality, Transformational Leadership, Organizational Justice, OB Interventions for Enhancing Employee Performance and Well being
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
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 Gargi Sanati	Macrofinance; International Trade Finance; Foreign Exchange Market; Exchange Arithmetic; Forex Derivatives, Forex Trading
Prof Ateeque Shaikh	Distribution Channels, Relationship Marketing, Franchising, Rural Marketing, Cooperatives and Producer Companies
Dr Shomi Srivastava	Human Resource Management; Organizational Behaviour

Dr Alka Vaidya Data Warehousing; Business Intelligence

Dr Richa Verma Bajaj Risk Management (Credit and Operational Risk); Credit Management

**Administrative Support Personnel**

Soni Philip Chief Administrative Officer

Anagha P Kotwal Accounts Manager

Bhakti R Gole Library Incharge

Dilip Dhamankar Executive Officer – PGDM

Rosamma Peter Executive Officer – EDP

Antoniette D'souza PA to Director

Shainaz Baig Executive Officer – Publications

**Medical Team**

Dr Amit Mazumdar Medical Advisor

Dr Pallavi Deshpande-Mitra Resident Medical Officer

## Visits Abroad by Faculty Members: 2017–18

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1. Prof Deepak Narang : **Maldives**  
Programme on Credit Analysis  
May 2-4, 2017
2. Dr Elizabeth James : **Maldives**  
Programme on Credit Analysis  
May 2-4, 2017
3. Dr K L Dhingra : **Dubai**  
Promotion of NIBM programmes  
February 11–15, 2018  
  
Inauguration of Collaborative Executive Development  
Programme for Central Bank of India at IMT Dubai,  
and also its Valedictory Address  
February 13, 2018  
  
(in between other meetings)  
Meeting in IMT Dubai  
Meeting with Head (Trg & Devt.), Dubai Islamic Bank
4. Dr Alka Vaidya : **Dubai**  
Star Performance of Central bank of India  
February 11-15, 2018
5. Dr S V Kuvalekar : **Dubai**  
Star Performance of Central bank of India  
February 25-March 1, 2018
6. Dr G Nagaraju : **Bangladesh**  
Regional Conference on Banking in Dhaka  
March 4-5, 2018
7. Dr Kedar nath Mukerjee : **Bangladesh**  
Regional Conference on Banking in Dhaka  
March 4-5, 2018

## **Conferences, Seminars and Programmes Attended in India by Faculty Members: 2017–18**

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1. Dr K L Dhingra
- : **New Delhi**  
SKOCH Awards, in 49th SKOCH Summit
    - a. Platinum Award to NIBM for Smart Governance
    - b. Smart Governance Platinum Award to NIBM for Post Graduate Diploma (Banking & Financial Services) and
    - c. Smart Governance Gold Award to NIBM for Skill Development of Bank Executives  
September 8–9, 2017
  - : **New Delhi**  
Financial Institution Benchmarking and Calibration (FIBAC) 2017, organized jointly by FICCI and IBA  
November 6–7, 2017
  - : **New Delhi**  
RBI-OECD High Level Global Symposium  
November 8–9, 2017
  - : **Navi Mumbai**  
Invitation to be Panelist in National Centre for Financial Education (NCFE) - Second Annual Policy Forum on Financial Literacy and Inclusion  
December 15–16, 2017
  - : **New Delhi**  
Invitation by International Management Institute (IMI) as a Panelist in Leadership Bank Conclave on Non-Performing Assets (NPA), Insolvency and Bankruptcy Management in Banks  
January 20, 2018
  - : **Pune**  
Panel Member – Pune International Centre Panel Discussion on “Union Budget 2018”  
February 3, 2018
  - : **Pune**  
Chief Guest for Inaugural Function of "Spardha 2018", National Event at Vaikunth Mehta National Institute of Co-operative Management  
March 10, 2018
  - : **New Delhi**  
Attended to receive World Education Summit & Awards 2018 organised by Worldwide Achievers  
March 27, 2018

1. Dr Dipali Krishnakumar : **Mumbai**  
Diploma in International Financial Reporting by ACCA  
May 5, 2017
- : **Mumbai**  
Conference at CAFRAL  
December 8, 2017
- : **Pune**  
Presentation of Paper Reaction of Equity Markets to Bank  
Information Reforms in India  
December 17-18, 2017
2. Dr Alka Vaidya : **Mumbai**  
Cyber Security Conclave BFSI by Security Watch, India  
May 12, 2017
- : **Pune**  
ITS Conference at ISACA, Pune Chapter  
July 7-8, 2017
3. Prof Sunil Bakshi : **Mumbai**  
Cyber Security Conclave BFSI by Security Watch, India  
May 12, 2017
- : **Pune**  
ITS Conference at ISACA, Pune Chapter  
July 7-8, 2017
- : **Mumbai**  
Conference IBEX  
February 1-3, 2018
4. Dr M Manickraj : **Pune**  
International Conference on Cases and Pedagogical  
Innovations 2017  
June 29-30, 2017
- : **Mumbai**  
3rd National Summit on ARCON 2018  
January 20, 2018

5. Dr Deepankar Roy : **Pune**  
ITS Conference at ISACA, Pune Chapter  
July 7-8,2017
- : **Mumbai**  
Presentation at IIBF  
September 7, 2017
- : **Mumbai**  
Indias First Fintech Masterclass  
September 9-10, 2017
- : **Mumbai**  
Conference IBEX  
February 1-3, 2018
6. Prof Anjan Roy : **Mumbai**  
Presentation at IIBF  
September 7, 2017
7. Dr Kedar nath Mukerjee : **Kharagpur**  
Workshop on Statistical Modelling for Data Analysis  
November 27-December 2, 2017
8. Dr Gargi Saniti : **Pune**  
Presentation at International Accounting, Finance &  
Economics & Banking  
December 17-18, 2017
9. Prof Deepak Narang : **Mumbai**  
ARCON - 18 Conference conducted by ASSOCHAM  
January 20, 2018
10. Dr K Ramesha : **Kolkata**  
Workshop on case method IIM  
March 5-6, 2018

## **Member Banks and Associate Member Banks/Institutions**

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### **Member Banks**

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

### **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. |
|  | 14. Tamilnad Merchantile Bank Ltd.        |



# **Statement of Accounts for the Year 2017–18**

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**National Institute of Bank Management**



# KIRTANE & PANDIT

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

**Name of the Public Trust: National Institute of Bank Management Registration No.: F-1867(BOM)**  
**Address of the Trust: National Institute of Bank Management, NIBM PO, Kondhwa Khurd, Pune 411048**  
**For the year ended: 31st MARCH, 2018**

### A. REPORT RELATING TO ACCOUNTS U/S.33 & RULE 19(1)

- (a) Whether accounts are maintained regularly and in accordance with the provision 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 the manager or trustee on the date of audit were in agreement with 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, the charges therein and communicated from time to time to the regional office, and the defects and inaccuracies mentioned in the previous audit report have been duly complied 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 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. 618.05 Lakhs
- (i) Whether tenders were invited for repairs or construction involving expenditure exceeding Rs. 5,000/- Tenders are generally invited for repairs & construction involving expenditure exceeding Rs. 5,000/-
- (j) Whether any money of the public trust has been invested contrary to the provision of Section 35; NO

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### Kirtane & Pandit LLP – Chartered Accountants

Pune /Mumbai/Nashik/Bangaluru/Hyderabad

Regd. Office: 5th Floor, Wing A, Gopal House; S. No. 127/1B, Plot A1, Opp. Harshal Hall, Kothrud, Pune - 411 038 India/Tel: + 2067299100/25433104  
www.kirtanepandit.com/Email: kpca@kirtanepandit.com

- (k) Alienations, if any of the immovable property contrary to the provisions of Section 36 which have come to the notice of the auditors. The institute has given land and building on lease to Bank of Maharashtra and Post Office for consolidated lease of Rs. 14,120/- plus GST 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) 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. (Attached vide 'Annexure A')
- (m) All cases of irregular, illegal or improper expenditure or failure or commission to recover monies or other property belonging to the public trust or of loss or waste of money or other property there or and whether such expenditure, failure commission or waste was caused in consequence of breach of trust or misapplication or any other misconduct on the part of the trustees or any person while in the management of the trust. There are no cases of irregular, illegal or improper expenditures.
- (n) Whether the budget has been filed in the form provided by rule 16 A YES FILED ON 15/03/2018

**B. REPORT RELATING TO THE PROVISIONS OF THE INSTRUMENT OF THE TRUST RULE 19(3)**

- (a) Whether the maximum and minimum number of the trustee is maintained. YES
- (b) Whether the meetings are held regularly as provided in such instrument. YES
- (c) Whether the minute book of the proceedings of the meetings is maintained. YES
- (d) Whether any of the trustees has any interest in the investment of the trust. NO
- (e) Whether any of the trustee is a debtor or creditor of the trust. NO
- (f) Whether the irregularities pointed out by the auditors in the accounts of the previous year have been duly compiled with by the trustees during the period of audit. NOT APPLICABLE

For KIRTANE & PANDIT LLP  
 CHARTERED ACCOUNTANTS  
 Firm Registration No. 105215W/W100057

Sd/-----

Parag Pansare  
 Partner  
 Membership No.117309

Pune, October 22, 2018

## Notes to Auditor's Report for the year ended March 2018

### ANNEXURE A

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. 6,18.05 lakhs, and should expedite the process of recovery. The Institute has not ascertained provision required, if any, in respect of these receivables (Ref. Note No. 8 of Schedule 8, Notes to Accounts)
3. Refer 'Note No. X of Schedule 8, Notes to Accounts. The Institute has filed appeal with various income tax authorities.

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

Sr. No.	A.Y	Demand Served for Rs.	Current Status
1	2008-09		Appeal filed with the Income Tax Appellate Tribunal, Mumbai Bench, Mumbai
2	2013-14	Order treating an amount of Rs. 5,69,87,150/- as business income received.	Appeal filed with the Income Tax Appellate Tribunal, Mumbai Bench, Mumbai
3	2014-15	97,57,040/-	Appeal filed with the Income Tax Appellate Tribunal, Mumbai Bench, Mumbai
4	2015-16	97,16,250/-	Entire Demand stayed by the Commissioner of Income Tax (Exemptions)
5	2016-17		Submissions in response to notice u/s 143 (2) made
6	2017-18		Submissions in response to notice u/s 143 (2) made

4. We invite attention to note No. XI of Schedule 8, Notes to Accounts, wherein the institute has stated that, NIBM land (admeasuring 4755 sq. mtrs. In Survey No. 22/28) has been forcibly encroached and illegally occupied by the 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.

For KIRTANE & PANDIT LLP  
CHARTERED ACCOUNTANTS

**Annual  
National Institute of  
Balance Sheet**

<i>As at 31.03.2017</i>		<i>Funds &amp; Liabilities</i>	<i>Schedule</i>	<i>As at 31.03.2018</i>	
Rs.	P.			Rs.	P.
		<b>NIBM Trust/Corpus Fund</b>			
1,000,000		Balance as per last Balance Sheet	107,693,523		
410,000,000		Add: Transferred from General Fund	-		
6,693,523		Add: Interest allocated during the year	4,042,504		
<u>310,000,000</u>		Less: Transferred to General Fund	<u>-</u>		
107,693,523					111,736,027
		<b>General Fund</b>			
849,751,670		Balance as per last Balance Sheet	717,594,242		
67,845,799		Add : Surplus during the year transferred from Income & Expenditure	86,253,385		
		<b>ADD: TRANSFERRED FROM</b>			
3,401,107		Fund - Associate Membership	-		
2,911,191		House Furnishing and Conveyance Fund	128		
310,000,000		NIBM Corpus Fund	-		
<u>-</u>		Salaries Revision Fund	<u>13,328,406</u>		
1,233,909,766		<b>Total of General Fund</b>	<u>817,176,161</u>		
		<b>LESS: TRANSFERRED TO</b>			
457,737		Employees' Welfare Fund	-		
50,000,000		Sinking Fund for Depreciation	-		
9,849,020		NIBM Publication Fund	-		
6,369,907		PGDM Fund	-		
12,500,000		Salaries Revision Fund	-		
410,000,000		NIBM Corpus Fund	-		
5,000,000		Provisioning for Digital Certification	-		
<u>22,138,860</u>		Sinking Fund for Depreciation	<u>16,927,389</u>		
516,315,524					800,248,771
717,594,242					
		<b>Fund - Associate Membership</b>			
3,401,107		Balance as per last Balance Sheet	-		
<u>3,401,107</u>		Less: Transferred to General Fund	<u>-</u>		
		<b>House Furnishing &amp; Conveyance Fund for Employees</b>			
2,845,940		Balance as per last Balance Sheet	-		
10,378		Add: Interest Received from staff members during the year	-		
<u>54,873</u>		Add: Principal Received during the year	<u>-</u>		
2,911,191			-		
<u>2,911,191</u>		Less: Transferred to General Fund	<u>-</u>		
825,287,765		c/f			911,984,798

Accounts  
**Bank Management**  
as at 31st March, 2018

As at 31.03.2017		Properties & Assets	Schedule	As at 31.03.2018	
Rs.	P.			Rs.	P.
141,045,766		<b>Fixed Assets</b>	1		137,297,920
10,968,224		<b>Capital Work in Progress</b>			10,968,224
		<b>Investments</b>			
		3076.814 units under UTI Hybrid Equity Fund			
82,456		(Note : 3076.814 units valued at NAV of Rs. 29.1499/unit)		89,689	89,689
		<b>Current Assets, Loans &amp; Advances</b>			
1,182,502		Furnishings			–
439,364,599		<b>Other Current Assets (Outstanding Income)</b>	2	224,788,170	
256,811		Advances : Employees		385,627	
537,930		: Others		36,210	
2,660,000		: Scholarship		2,531,250	
2,630,321		Other Deposits		2,906,341	
4,723,556		Income Tax Paid under Protest		4,723,556	
6,283,882		Prepaid Expenses		5,249,339	
137,082		Stock of Books at Cost			–
226,698		Stock of Paper, Art Cards, Transparencies and Comb Spirals			–
135,201,722		Tax Deducted at Source		184,311,118	
53,466		Service Tax Paid on Input Services			–
					424,931,611
593,258,569					
745,355,014		c/f			573,287,444

**Annual  
National Institute of  
Balance Sheet**

<i>As at 31.03.2017</i>		<i>Funds &amp; Liabilities</i>	<i>Schedule</i>	<i>As at 31.03.2018</i>	
Rs.	P.			Rs.	P.
825,287,765		b/f			911,984,798
		<b>Fund-Upgradation of NIBM</b>			
568,289,534		Balance as per last Balance Sheet	695,107,418		
38,936,138		Add: Interest on Deposits	38,597,215		
87,881,745		Add: Contribution from Member Banks towards non-recurring expenses	11,022,470		744,727,103
695,107,418					
		<b>Employees' Welfare Fund</b>			
1,003,000		Balance as per last Balance Sheet	1,551,008		
93,800		Add: Contribution received during the year	-		
66,471		Add: Interest allocated during the year	58,220		
457,737		Add: Transfer from General Fund	-		
70,000		Less: Payments made during the year	-		1,609,228
1,551,008					
		<b>Sinking Fund for Depreciation</b>			
50,000,000		Transfer from General Fund	75,452,485		
22,138,860		Add: Depreciation on Assets during the year	16,927,389		
3,313,625		Add: Interest allocated during the year	2,832,269		95,212,143
75,452,485					
		<b>NIBM Publications Fund</b>			
9,978,492		Transfer from General Fund	26,075,838		
14,467,259		Add: Transfer from Journal Prajnan Fund	-		
1,630,087		Add: Interest allocated during the year	1,950,240		28,026,078
26,075,838					
		<b>PGDM Fund</b>			
54,714,934		Opening Balance	64,370,184		
3,585,343		Add: Interest on Deposit	5,867,976		
6,369,907		Add: Transferred from General fund	-		
64,670,184			70,238,160		
300,000		Less: Merit-cum-Means Loan Scholarship	600,000		69,638,160
64,370,184					
		<b>Salaries Revision Fund</b>			
-		Opening Balance	13,328,406		
12,500,000		Add: Transferred from General Fund	-		
828,406		Add: Interest allocated during the year	-		
-		Less: Transferred to General Fund	13,328,406		
13,328,406					
1,701,173,104		c/f			1,851,197,510



Accounts  
**Bank Management**  
as at 31st March, 2018

As at 31.03.2017		Properties & Assets	Schedule	As at 31.03.2018	
Rs.	P.			Rs.	P.
745,355,014		b/f			573,287,444
<b>Cash &amp; Bank Balances</b>					
		A) Cash & Stamps on Hand			
16,459		(i) Cash in Hand		5,361	
72,396		(ii) Postal Stamps		110,194	
6,846,478		B) In Current Accounts with Banks		3,208,774	
2,013,902		C) In Current Accounts with Banks (Earmarked for various Funds per contra)		1,731,334	
13,241		D) In Current Account with Bank (Earmarked for Campus Development Fund)		12,592	
		E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)			
545,331,576		General Fund	612,878,539		
48,965,422		Leave Encashment Fund	70,384,736		
35,622,231		PGDM Fund	53,974,390		
386,850,653		Fund – Upgradation of NIBM	554,673,878		
66,503,611		NIBM Corpus Fund	90,301,004		
16,195,757		NIBM Publication Fund	21,864,587		
8,230,645		Salaries Revision Fund	–		
660,427		Employees' Welfare Fund	1,300,520		
32,922,580		Sinking Fund for Depreciation	63,226,898	1,468,644,553	1,473,712,808
1,141,282,903					
1,150,245,468					
1,895,600,483		c/f			2,047,000,252

**Annual  
National Institute of  
Balance Sheet**

As at 31.03.2017	Funds & Liabilities	Schedule	As at 31.03.2018	
Rs. P.			Rs. P.	Rs. P.
1,701,173,104	b/f			1,851,197,510
	<b>Campus Development Fund</b>			
53,632,353	Balance as per last Balance Sheet		-	
34,249,392	Add: Contribution received from Member Banks		-	
-	Add: Interest on Campus Fund Deposits for the year		-	
<u>87,881,745</u>			<u>-</u>	
-	Less: Depreciation on Campus Assets		-	
87,881,745			-	
<u>87,881,745</u>	Less: Transferred to NIBM Upgradation Fund		-	
	<b>Journal Prajnan</b>			
14,596,731	Balance as per last Balance Sheet		-	
-	Add: Transferred from General Fund		-	
<u>14,596,731</u>			<u>-</u>	
<u>14,596,731</u>	Less: Transferred to NIBM Publications Fund		-	
	<b>Leave Encashment Fund</b>			
74,364,497	Opening Balance	83,941,261		
11,101,435	Add: Provision for contribution during year	-		
4,928,322	Add: Interest received during the year	3,346,506		
6,452,993	Less: Payments made during the year	<u>3,788,775</u>		83,498,992
<u>83,941,261</u>				
	<b>Current Liabilities and Provisions</b>			
39,112,934	For Expenses	70,599,581		
1,500,000	For Doubtful Debts	1,500,000		
7,497,123	For Other Deposits	9,000,203		
9,426,332	For Income Received in Advance	18,171,960		
2,881,328	For Tax Deducted at Source & other Taxes	4,921,967		
66,401	For PG Student Conclave	-		
45,000,000	For 7th CPC pay revision	3,108,039		
2,000	For PGDM Loan Scholarship Fund	2,000		
5,000,000	For Digital Certification	<u>5,000,000</u>		112,303,750
<u>110,486,118</u>				
<u>1,895,600,483</u>				<u>2,047,000,252</u>

Significant Accounting Policies  
As per our report of even date  
For Kirtane & Pandit LLP  
Chartered Accountants  
Firm Reg. No. 105215W/W100057

sd/-  
Parag Pansare  
(Partner)  
Membership No. 117309  
Pune  
Dated : 22 OCT 2018

8

sd/-  
K L Dhingra  
(Director)

Accounts  
**Bank Management**  
as at 31st March, 2018

<i>As at</i> 31.03.2017		<i>Properties &amp; Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2018	
Rs.	P.			Rs.	P.
1,895,600,483	b/f			2,047,000,252	

1,895,600,483

2,047,000,252

*sd/-*  
Soni P Philip  
(Chief Administrative Officer)

*sd/-*  
Anagha Kotwal  
(Accounts Manager)

## National Institute of Income and Expenditure Account

Year ended 31.03.2017	Expenditure	Schedule	Year ended 31.03.2018	
Rs. P.			Rs. P.	Rs. P.
33,740,051	Expenses in Respect of Properties	5		35,419,141
78,341,798	Establishment Expenses	6		85,775,102
	<b>Auditor's Remuneration</b>			
65,000	Audit Fees		85,000	
10,000	In other Capacity (Provident Fund)		10,000	95,000
75,000				
20,890,552	Depreciation	1	14,518,499	
1,248,308	Write-off on Furnishing		2,408,890	
22,138,860				16,927,389
130,232,333	Expenditure on Objects of the Trust – (Educational)	7		136,009,509
462,965	Bad Debts			–
17,183,865	Provision for Income not received			–
–	Assets Written off			251,817
67,845,799	Surplus Transferred to General Fund			86,253,385
350,020,671				360,731,342

Significant Accounting Policies  
As per our report of even date  
For Kirtane & Pandit LLP  
Chartered Accountants  
Firm Reg. No. 105215W/W100057

sd/-  
Parag Pansare  
(Partner)  
Membership No. 117309  
Pune  
Date : 22 OCT 2018

8

sd/-  
K L Dhingra  
(Director)

## Bank Management for the Year Ended 31st March, 2018

Year ended 31.03.2017		Income	Schedule	Year ended 31.03.2018	
Rs.	P.			Rs.	P.
61,989,898		Interest – FDR/SDR/Other Instrument			51,901,701
		<b>Contributions from</b>			
19,174,358		Ordinary Member Banks	3		18,678,800
1,700,000		Associate Member Banks/Financial Institutions	4		1,800,000
169,440		Maintenance Charges			169,440
256,832		Miscellaneous Income			113,654
15,893		Appreciation of UTI Bonds			7,233
		<b>Fees Income</b>			
204,520,712		Training Programme		196,332,350	
58,684,654		PGDM		80,670,500	277,002,850
263,205,366					
3,237,884		Sponsored Research			10,843,955
		<b>Income from Publications</b>			
72,864		Books		74,323	
113,025		Journal Prajnan		91,710	
85,111		House Journals		47,676	213,709
271,000					
<u>350,020,671</u>					<u>360,731,342</u>

sd/-  
Soni P Philip  
(Chief Administrative Officer)

sd/-  
Anagha Kotwal  
(Accounts Manager)

# NIBM Journals

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

*Prajnan*, 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*

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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.

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