

## Speech

### **Emerging India : Opportunities and Challenges for Young Talents**

➤ B N Kalyani

Speech delivered by Shri B N Kalyani, Chairman & Managing Director, Bharat Forge Limited, Pune, on the occasion of 3rd Annual Convocation of The Post-Graduate Programme in Banking and Finance (Batch 2005-06) of National Institute of Bank Management, Pune, on June 10, 2006.

## Articles

### **A Need for Fine-Tuning Interest Rate Risk Management by Banks**

➤ R K Sinha

Most of the banks' balance sheets are interest driven. The price risk is the prime concern of banks in trading book, the earnings or economic value changes are the main focus of banking book. The prerequisite of interest rate risk is to measure interest rate exposure to adopt the 'best exposure' position. Simulations serve to optimize the risk and return trade-off, measured by the expected values and the distributions of the target variable across scenarios. New generation of IT systems can handle the complex multidimensional views of bank's portfolio.

### **Using Banking Facilities : Evidence from the Census**

➤ M A Sreenivas

Evidence available shows that the claim of a strong financial system having met the needs of all sections of society is not sustained. It is, therefore, necessary to have a relook at the evidence on use of banking facilities. In Census 2001, information on availability of banking services has been collected from each and every household in India (full-count basis). An analysis of this data shows low use of banking facilities by households. Studies have established a link between debt and suicides. Taking together these two facts, the puzzle deepens. Is the low use due to procedures and forms adopted by banks? Or is it due to attitudes of households? Does the fault lie with banks or households? Corrective measures have to be taken to see that facilities offered are used to the optimum level. And action also has to be taken to address the issues concerning non-availing of banking facilities by households.

### **Competency and Competency Mapping**

➤ Meeta Kanhere

The objective of this research paper is to highlight the importance of the competency mapping in different HR functions like recruitment, performance appraisal, training and development and its overall impact on the organization. "Competencies" aim at linking the human resource systems of an organization to its purpose. The competency focus gives insights into the process of aligning the human resources of an organization with the vision and mission of the same. Describing what was done helps performance management, describing what is being done helps training and development, and describing what should be done helps to define selection standards and performance goals. An attempt is made in this paper to study the competency mapping process and benefits in three select information technology companies.

**Opening a Bank Account : Experiences of a Mystery Customer**

➤ Dhananjay Bapat

As a mystery customer, the author examines the service quality at the time of opening a bank account. As expected, the service quality level as experienced and perceived by the mystery customer is relatively low in public sector bank branches. Surprisingly, the availability of brochures, customer profiling, and exploring cross-selling opportunities are the parameters which did not receive higher scores. In view of the importance of first encounter of the customer with the frontline staff, banks must consider account opening process as a serious business. Banks must learn from other service organizations and consider concepts like greeters. It must be remembered that the starting point for the improvement in service quality is at branches when a new customer is received for opening of an account.

**Time and Time Management**

➤ Partho Pratim Roy

Nowadays, time has acquired an unique place in view of the increasing expectations, business complexities and rate of change in an environment of cut-throat competition and deadlines. Managing time in order to achieve the planned results has now become absolutely vital for individuals as also for executives. The most successful people in this world both at home and in office are the people who have learnt to manage their time successfully by creating good work habits, planning their tasks carefully, setting their priorities wisely and allocating their time effectively. They show certain characteristics that separate them from others. In this paper an attempt has been made to present a comprehensive approach to manage time more effectively.

**Notes & Comments****A Case of Successful Hi-Tech Banana Cultivation in Maharashtra**

➤ N B Shete

**Securitization**

➤ Sankar Thapp