National Institute of Bank Management Pune

ANNUAL REPORT

2016 – 17

International Programme on
Asset-Liability Management in Banks and Financial Institutions
September 19 – October 01, 2016



International Programme in Bank Financial Management
(*Focus:* Risk Management and Basel II & III Accord)
January 09 – 21, 2017



International Programme in Banking and Finance
(*Focus:* Risk Management)
March 06 – 18, 2017



Annual Report

2016–17

National Institute of Bank Management

Published by
Dr K L Dhingra
Director
National Institute of Bank Management
NIBM Post Office
Kondhwe Khurd
Pune 411 048, INDIA

Phone : 0091-20-26716000
Fax : 0091-20-26834478
E-mail : director@nibmindia.org
Website : www.nibmindia.org

Typeset and Designed by
Publications Department
NIBM, Pune 411 048

Printed at
Amol Associates
Pune

Contents

- **Introduction** 5
- **RESEARCH**
  - *Research Projects Completed* 9
  - *Research Projects in Progress* 10
- **CONSULTANCY**
  - *Consultancy Projects Completed* 13
- **TRAINING**
  - *Programmes, Workshops and Conferences* 16
  - *Post Graduate Diploma in Management (Banking & Financial Services) PGDM (B&FS)* 28
- **Publications** 31
- **Collaboration and Association with Other Organizations** 33
- **Other Activities** 35
- **ANNEXURES**
  - I. Organizationwise Number of Participants 41
  - II. Countrywise Number of Foreign Participants 46
  - III. Books, Papers/Articles Published and Papers Presented by the Faculty 47
  - IV. Working Papers by the Faculty 50
  - V. Institute Personnel 51
  - VI. Visits Abroad by the Faculty Members 54
  - VII. Conferences, Seminars and Programmes Attended in India by the Faculty Members 55
  - VIII. Member Banks and Associate Member Banks/Institutions 57
- **Statement of Accounts for the Year 2016-17** 61

NIBM Governing Board

(as on March 31, 2017)

Dr Urjit R Patel
Governor
Reserve Bank of India
Chairman
NIBM Governing Board

Shri S S Mundra
Deputy Governor
Reserve Bank of India
Mumbai

Shri B P Kanungo
Executive Director
Reserve Bank of India
Mumbai

Smt Sadhana Varma
(Special Invitee)
Chief General Manager (CSBD)
Reserve Bank of India
Mumbai

Shri Melwyn Rego
Managing Director & Chief Executive Officer
Bank of India
Mumbai

Smt Usha Ananthasubramanian
Managing Director & Chief Executive Officer
Punjab National Bank
New Delhi

Dr Harsh Kumar Bhanwala
Chairman
National Bank for Agriculture & Rural Development
Mumbai

(Vacant)
Government of India
Ministry of Human Resource Development
Department of Higher Education
New Delhi

Ms Arundhati Bhattacharya
Chairman
State Bank of India
Mumbai

Shri Mahesh Kumar Jain
Managing Director & Chief Executive Officer
Indian Bank
Chennai

Shri Ravi Krishan Takkar
Managing Director & Chief Executive Officer
UCO Bank
Kolkata

Mr Philip Mathew
Chief People Officer
HDFC Bank Limited
Mumbai

Mr William Paul
Executive Vice President – HR
Standard Chartered Bank
Mumbai

Dr T T Ram Mohan
Professor, Finance & Economics
Indian Institute of Management
Ahmedabad

Dr Krishnamurthy Subramanian
Associate Professor of Finance &
Alumni Endowment Research Fellow
Indian School of Business
Hyderabad

Prof Sanjay Basu
Associate Professor and Associate Dean (Education)
Faculty Representative on the Governing Board
National Institute of Bank Management, Pune

Dr Achintan Bhattacharya
Director & Member-Secretary
National Institute of Bank Management
Pune

Introduction

Introduction

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

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

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

Education

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

Dr C Rangarajan, the then Chairman of Economic Advisory Council to the Prime Minister and Chairman of the Twelfth Finance Commission, delivered the First Convocation Address and conferred gold medals to four students for achieving academic excellence. Since then eminent personalities like Shri Narayan Murthy, Shri Babasaheb Kalyani, Late Dr Amaresh Bagchi, Shri T N Ninan, Late Dr Suresh D Tendulkar, Dr Kaushik Basu, Shri K V Kamath, Dr Raghuram G Rajan, Shri Uday Kotak, Dr Arvind Subramanian and Shri Vinod Rai, have graced the occasion as Chief Guest of the Convocation Ceremony.

In all thirteen batches numbering 646 students have since passed out from the Post-Graduate Programme successfully and all of them are well placed in banks and financial institutions.

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

The PGDM 2015-17 batch consisted of 56 graduates, with some of them having an experience of 1-2 years in different industries. These students were from varied backgrounds such as engineering, science, management, commerce, economics, etc.

Shri S S Mundra, Deputy Governor, Reserve Bank of India, presided over the Convocation for the 2015-17 batch on April 08, 2017.

Bank of Baroda, Canara Bank, Union Bank of India, Indian Bank and Bank of Maharashtra sponsored a Gold Medal each to the five top performers in the 2015-17 batch of PGDM.

Banks, Financial Institutions and Corporates who have come for campus recruitment from time to time are Allahabad Bank, Andhra Bank, ARANCA, Bank of Baroda, Bank of India, Central Bank of India, Corporation Bank, CIBIL, Datamatics Ltd., Dena Bank, Development Credit Bank, Dun & Bradstreet, EXIM Bank, Genpact, HDFC Bank Ltd., IDBI Bank Ltd., ICICI Bank Ltd, Indian Bank, J P Morgan Chase, National Commercial Bank-Jeddah, Oriental Bank of Commerce, PNB Gilts Ltd., Punjab National Bank, Syndicate Bank, State Bank of India, Union Bank of India, UCO Bank, United Bank of India, YES Bank Ltd., etc.

As in the past, this year too, we had 100 per cent placement for the 2015-17 batch. Eleven banks and financial institutions recruited from the campus. The big names in the industry *viz.* State Bank of India, HDFC Bank Ltd., Axis Bank Ltd., KPMG, Ernst & Young, Federal Bank Ltd., YES Bank Ltd., Royal Bank Scotland, National Payments Corporation of India (NPCI), Janalakshmi Financial Services and Canfin Homes visited the campus for placements. The students have been offered various positions in risk management, credit management, treasury, forex operations, IT in banking, internal audit, business relationship development, branch management, compliance, recovery, etc., as Management Trainee, Management Associate, Analyst, Consultant, Associate Consultant, Assistant Manager, Deputy Manager-II, Manager, etc., in different organizations which recruited them.

Training: Executive Development Programme (EDP)

The training calendar of the Institute for the academic year 2016-17 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 2015-16 and 2016-17.

Sr No	*Particulars*	*April 2015 to March 2016*	*April 2016 to March 2017*
1.	No. of Institutional Programmes	110	107
2.	No. of Sponsored/Incompany Programmes	83	115
	Total	**193**	**222**
3.	No. of Participants	5003	5954
	(a) Institutional Programmes (Indian)	1927	2225
	(b) Institutional Programmes (Foreign)	479	193
	(c) Sponsored/Incompany Programmes	2597	3536
4.	Income in Rs. (crores)	16.33	20.45

The Institute conducted an International Programme on Corporate Governance of Leadership for Top Executives from the financial system during February 27-March 3, 2017 with 30 participants from different banks attended the programme.

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 constitute to be an integral part of the responsibilities of Faculty at NIBM. There has been a constant endeavour to identify and conduct research on issues of relevance and importance to banks, and for utilizing the new knowledge and insights gathered through research and consultancy, to enhance the contents of training programmes and workshops of the Institute.

In 2016-17 period the NIBM faculty undertook 10 research projects (some are spilled-over from previous year), of which two are completed and the rest are in progress.

These completed research projects covered varied subjects as Competency Profiling For Branch Heads In PSU Banks, Improving Efficiency of Retail Payment Systems in India. During the year, two case studies in Marketing and Banking Services were developed. One case study on State Bank of India – Quest for Marketing Excellence through Social Media" was presented at the 4th ICBM International Case Conference, 2016 at Hyderabad, and the second case on HDFC Bank: CRM and Analytics Strengthening Marketing was brought as a working paper.

The very contemporary and important consultancy project for the Comptroller and Auditor General of India (C&AG) on "An Audit of Recapitalization of Public Sector Banks in India" was completed during the year. The Project report was tabled during the monsoon session of the Parliament, in India.

During the year under review the Institute also completed four Consultancy Projects covering areas such as Preparation of Treasury Manual, Competency Mapping and Succession Planning for DGMs and AGMs for the public sector banks in India.

A "Compendium of Published Papers, Articles and Conference Presentations" of NIBM Faculty Members was released for circulation by Shri S S Mundra, Deputy Governor, Reserve Bank of India on the occasion of Thirteenth Convocation of the PGDM, on April 8, 2017. The volume contained 13 research papers published in ABDC accredited Journals under B & C category and 7 articles in other non-refereed journals.

Research Projects: April 2016 – March 2017

A. Research Projects Completed

I. Human Resource Management

1. Competency Profiling For Branch Heads In PSU Banks
– Dr Shomi Srivastava & Shri S K Das

Banking industry, more particularly PSU banks, is passing through a very challenging phase due to paradigm shift in consumer behavior, digital revolution, demographic changes, ever increasing regulatory compliances, competition from private sector banks and NBFCs, and huge induction of young staff, etc. In the present dispensation, most critical link between customer and bank is branch. Success of branch operations depends on various competencies (abilities, knowledge, skills, personal characteristics, etc.) of a Branch Head. Keeping above facts in view, we thought it fit to start a research project for identification of various competencies at Branch Head level. Hence this survey was conducted. We have identified competencies in functional and behavioural areas after discussions with successful BHs / RHs / ZHs of PSU banks and also from feedback received through a survey, which was responded to by middle/senior level leaders of PSU banks and managers of a leading Private Sector Bank. The project has identified the competencies of Branch Head to manage the branch effectively. Accordingly, the report is submitted. Dr Shomi Srivastava and Shri S K Das were coordinators of this project.

II. Information Technology

1. Study Report on Improving Efficiency of Retail Payment Systems in India
– Dr Achyut Hirve (Coordinator), Dr Deepankar Roy, Dr Alka Vaidya & Prof Sunil Bakshi

This NIBM study on improving effectiveness of payment systems in India was taken up in June 2016 to study the constraining factors which affect the adoption of digital payments in India and suggest measures to address the structural issues for planned reduction in the currency to GDP ratio. Such a transformation would help meet the expectations of external and internal stakeholders for value creation through benefits realisation and risk and resources optimisation. The reduction of role of currency and promotion of digital payments in economy would require complimentary measures for creating a secure ecosystem for digital payments by adopting cost based pricing, creating infrastructure for cashless payments, encouraging digital payments for credit monitoring and utility services, and promoting indigenous research in payment technology.

III. Strategic Planning, Marketing and Control

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

Two case studies have been developed. Case study titled "State Bank of India - Quest for Marketing Excellence through Social Media", which was presented in 4th ICBM International Case Conference 2016, "Managing Business in VUCA World" on December 17, 2016, organized by ICBM - School of Business Excellence, Hyderabad. Case Study titled "HDFC Bank: CRM and Analytics Strengthening Marketing", has been brought out as working paper.

B. Research Projects in Progress

I. Finance

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

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

Therefore, an attempt has been made to demystify the movements of credit spread on corporate bonds in India. Trading data on bond and equity of selected corporate entities, credit spreads on selected corporate bonds, data on several macro-economic variables such as GDP, inflation, etc. in India, for a period of past 3-4 years, are incorporated in several econometrical frameworks. The empirical findings not only help the investors to take proper investment decision, especially in risky securities, but also the corporate entities to explore the bond route to meet their financing needs, and the regulatory bodies to frame policies effective for the growth of the corporate bond market in India. Spilled over from the previous year, and expected to be submitted soon.

2. Internal Model Approach for Market Risk Capital Charge: A Case for Indian Banks – Dr Kedar nath Mukherjee

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

3. 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(dividened 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 .

This report will be completed by the end of February 2018.

II. Human Resource Management

1. 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. It is proposed to complete the study by March 2018. 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. Information Technology

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

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

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

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

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

IV. Money, International Banking and Finance

1. 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 behavour 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 2016 – March 2017

Consultancy Projects Completed

A. Bank of Maharashtra

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

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

The Manual intends to cover bank's Treasury operations in all possible segments of the Financial Market, namely: Money Market, Government Securities Market, Corporate Bond Market, Equity Market, Foreign Exchange Market, and Derivatives Market; emphasizing separately on all possible operational issues related to Treasury Front, Back and Mid office activities with respect to the specified market/products, within the ambit of RBI and bank's own internal policies and guidelines. The project work was initiated by acquiring the relevant internal documents from the bank, followed by round of discussions and interactions with the concerned executives and officials, both at the Corporate Office, Pune, and at the Treasury Branch, Mumbai. After receiving comments and suggestions from the bank on the first draft of the manual, the team members initiated further discussions and interaction with the concerned officials of the bank, to make the necessary changes on various chapters of the manual. Subsequently, the revised draft, after incorporating all the comments and suggestions made by the bank, was submitted to the bank before March 31 2017. The final report was submitted to the bank and the same was duly approved and accepted by the bank.

B. Indian Bank

2. ***Competency Mapping for Executives in Scale V and above of Indian Bank***
   – Dr Achintan Bhattacharya (Chief Coordinator), Dr Shomi Srivastava (Coordinator), Dr Arindam Bandyopadhyay & Prof Anjan Roy

The project was undertaken to develop a Succession Planning and Leadership Development Plan for the Bank by identifying the better performers from among its existing pool of human resources in various executive cadres. The exercise identified the top performers in the cadres who have the potential to become the future leaders of the Banks and to give a focused attention on their grooming, placement, engagement and growth. The objective of the talent management exercise was to identify top talent within the Bank who are relatively more rounded bankers and who are most likely to create a competitive advantage for the Bank and are, therefore, positioned appropriately. The second objective was to create a developmental agenda by suitable placements and training for the top talent, in order to groom them for future leadership position in the short to medium term. Lastly, to identify successors from the talent pool for critical positions and to perform leadership roles by suggesting positions in various branch, controlling offices and functional departments.

In this project 10 DGMs and 45 AGMs of the bank had participated. Report was submitted in April 2016.

C. Dena Bank

3. Competency Mapping and Succession Planning for DGMs and AGMs for Dena Bank

– Dr Achintan Bhattacharya (Chief Coordinator), Dr Shomi Srivastava (Coordinator), Dr B S Pawar, Dr Arindam Bandyopadhyay & Prof Anjan Roy

The project was undertaken to develop a Succession Planning and Leadership Development Plan for the Bank by identifying the better performers from among its existing pool of human resources in various executive cadres. The exercise identified the top performers in the cadres who have the potential to become the future leaders of the Banks and to give a focused attention on their grooming, placement, engagement and growth. The objective of the talent management exercise was to identify top talent within the Bank who are relatively more rounded bankers and who are most likely to create a competitive advantage for the Bank and are, therefore, positioned appropriately. The second objective was to create a developmental agenda by suitable placements and training for the top talent, in order to groom them for future leadership position in the short to medium term. Lastly, to identify successors from the talent pool for critical positions and to perform leadership roles by suggesting positions in various branch, controlling offices and functional departments.

In this project 31 DGMs & 91 AGMs of the bank had participated. Report was submitted in March 2017.

D. Syndicate Bank

4. Competency Mapping and Succession Planning for DGMs and AGMs Syndicate Bank

– Dr Achintan Bhattacharya (Chief Coordinator), Dr Shomi Srivastava (Coordinator), Dr B S Pawar, Dr Arindam Bandyopadhyay & Prof Anjan Roy

The project was undertaken to develop a Succession Planning and Leadership Development Plan for the Bank by identifying the better performers from among its existing pool of human resources in various executive cadres. The exercise identified the top performers in the cadres who have the potential to become the future leaders of the Banks and to give a focused attention on their grooming, placement, engagement and growth. The objective of the talent management exercise was to identify top talent within the Bank who are relatively more rounded bankers and who are most likely to create a competitive advantage for the Bank and are, therefore, positioned appropriately. The second objective was to create a developmental agenda by suitable placements and training for the top talent, in order to groom them for future leadership position in the short to medium term. Lastly, to identify successors from the talent pool for critical positions and to perform leadership roles by suggesting positions in various branch, controlling offices and functional departments.

In this project 130 AGMs and 28 DGMs of the bank had participated. Report was submitted in March 2017.

E. Comptroller and Auditor General of India (C&AG)

5. Audit of Recapitalization of Public Sector Banks in India

– Dr Arindam Bandyopadhyay, Dr Tasneem Chherawala, Dr Achintan Bhattacharya, Shri B A Prabhakar, Shri D Narang & Shri Biswamohan Mahapatra

NIBM has provided consultancy support to C&AG to prepare the above report. The project had started in January 5, 2017 and completed within six month. The report was submitted to parliament in the end of July, 2017 and was made public in CAG website in July 28, 2017.

Report URL: http://www.cag.gov.in/content/report-no28-2017-performance-audit-union-government-recapitalisation-public-sector-banks

The Report analyzed the recapitalization of PSBs and compared bank performance over the period 2008-09 to 2016-17, wherein GoI, as the majority shareholder, had infused capital of Rs. 1,18,724 crore in the PSBs. The purpose of audit exercise were two folds: a) to assess whether objective parameters were adopted for recapitalization of PSBs and to check consistency of their application across all PSBs & b) to examine whether the release of capital funds was monitored and check whether conditions attached to recapitalization were complied with and objectives of recapitalization were achieved.

The audit exercise finds that the rationale for distribution of GoI capital among different PSBs was not found on record in some cases and was not linked to their performance. There is a significant gap between book value and market value of PSB shares, with most PSBs having a lower market value which may come in the way of PSBs approaching the market for additional capital funds.

The study has analyzed the effect of recapitalization on 21 PSBs performance by segmenting them into two categories in terms of total capital infused amount to current total net-worth (category I: high capital & category II: low capital). The study finds that the average ROA, ROE and rate of growth of advances has, in general, been lower in case of category II PSBs compared to category I PSBs. It was also noticed that the average capital adequacy ratio of category II PSBs was consistently lower than that of category I PSBs.

The study suggests that there should be an effective monitoring system in place and this system should ensure fulfillment of the intended objectives of fund infusion in PSBs. Moreover, the criteria for capital infusion, once finalized, may be consistently applied across all PSBs. In this context, bank-specific ICAAP documents may be considered by Department of Financial Services (DFS) while assessing the quantum of fund infusion yearly.

Programmes, Workshops and Conferences: April 2016 – March 2017

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
	I. INTERNATIONAL PROGRAMMES				
001.	International Programme on Asset-Liability Management in Banks and Financial Institutions	35	Sep 19-Oct 01, 2016	Middle/Senior Level Management	Dr S V Kuvalekar & Prof Sanjay Basu
002.	International Programme on Corporate Governance and Leadership for Top Executives from the Financial System	27	Dec 12-16, 2016	Middle/Senior Level Management	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
003.	International Programme in Bank Financial Management (*Focus:* Risk Management and Basel II & III Accord)	29	Jan 09-21, 2017	Middle/Senior Level Management	Dr S V Kuvalekar & Dr K Ramesha
004.	International Programme on Corporate Governance and Leadership for Top Executives from the Financial System	30	Feb 27-Mar 03, 2017	Middle/Senior Level Management	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
005.	International Programme in Banking and Finance (*Focus:* Risk Management)	40	Mar 06-18, 2017	Middle/Senior Level Management	Dr Smita Roy Trivedi & Prof Tasneem Chherawala
	II. TRAINERS' TRAINING PROGRAMMES				
006.	Certified Bank Trainer Programme Post Examination Training Jointly by NIBM & IIBF	25	July 4-8, 2016	Trainers from Banks	Dr Dhananjay Bapat & Dr S V Kuvalekar
007.	Certified Bank Trainer Programme Post Examination Training Jointly by NIBM & IIBF	28	Nov 14-18, 2016	Trainers from Banks	Dr Shomi Srivastava & Dr Kaushik Mukerjee
008.	Certified Bank Trainer Programme Post Examination Training Jointly by NIBM & IIBF	33	Mar 20-24, 2017	Trainers from Banks	Dr Shomi Srivastava & Dr Naveen Kumar K
	III. COLLABORATIVE PROGRAMMES				
009.	Programme on Womens Development through Income Generating Activities (Jointly Coordinated by NIBM & CICTAB)	24	May 09- 13, 2016	Middle/Senior Level Management	Dr Naveen Kumar K
010.	Dual Country Programme on Leadership for Excellence in Banking and Finance in Collaboration with Frankfurt School of Finance and Management (Frankfurt, Germany)	20	Jul 25-28, 2016	Senior/Top Management	Dr Kaushik Mukerjee & Dr Badrinarayan Pawar
011.	NIBM-CIBIL Joint Certification Programme on Retail Credit Risk Management	18	Sep 06-10, 2016	Middle/Senior Level Management	Dr Elizabeth James, Dr Richa Verma Bajaj & Shri Deepak Narang
012.	Joint Certification Programme on Indian Accounting Standards (IND AS) for Credit Officers in Banks (Jointly with KPMG)	24	Oct 17-19, 2016	Senior Management	Dr M Manickaraj
013.	Joint Certification Programme on Indian Accounting Standards (IND AS) for Credit Officers in Banks (Jointly with KPMG)	17	Jan 18-20, 2017	Senior Management	Dr Elizabeth James & Dr M Manickaraj

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
014.	Advanced Programme on Card Payment System (Joint programme with NPCI)	26	Jan 30-Feb 02, 2017	Middle/Senior Level Management	Dr Deepankar Roy
015.	Programme on Retail Credit Risk Management (Jointly Certified Course by NIBM and TransUnion CIBIL)	18	Feb 27-Mar 03, 2017	Middle/Senior Level Management	Dr Elizabeth James & Dr Anjan Roy
016.	Programme on Womens Development through Income Generating Activities (Jointly Coordinated by NIBM & CICTAB)	38	Mar 06-09, 2017	Middle/Senior Level Management	Dr Naveen Kumar K
017.	Customized Programme on Indian Accounting Standards (IND AS) for Credit Officers of Dena Bank (Jointly with KPMG) (*Venue:* SPBT College, Mumbai)	24	Mar 14-16, 2017	Middle/Senior Level Management	Dr Dipali Krishnakumar
IV.	**FINANCE**				
018.	Programme on Transition to Indian Accounting Standards (IND AS): Issues and Challenges for Commercial Banks	34	May 16-20, 2016	Middle/Senior Level Management	Dr Vijay Khanna & Prof Navneet Kaur
019.	Programme on Credit Appraisal (Focus on Manufacturing and Services Sector)	25	Jun 06-15, 2016	Middle Management	Dr Elizabeth James & Shri Rajesh Mahajan
020.	Programme on Treasury Products, Operations and Risk Management for Newly Inducted Treasury Officers	43	Jun 08-17, 2016	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
021.	Programme on Managing Risks under Pillar II (ICAAP)	14	June 13-18, 2016	Middle/Senior Level Management	Prof Sanjay Basu
022.	Programme on Lending Strategies to SMEs for Branch Managers	20	Jun 13-17, 2016	Middle/Senior Level Management	Dr K Ramesha
023.	Programme on Operational Risk Management Under Basel II	19	Jun 21-24, 2016	Middle/Senior Level Management	Dr Richa Verma Bajaj & Dr K Srinivasa Rao
024.	Programme on Internal Models Approach (IMA) to Market Risk Capital Charges	16	Jun 27-Jul 02, 2016	Middle/Senior Level Management	Prof Sanjay Basu
025.	Corporate Credit Appraisal	33	Jul 11-15, 2016	Middle Management	Dr M Manickaraj & Shri N Ramani
026.	Programme in Assessment of Working Capital Requirements	20	Jul 25-29, 2016	Middle Management	Dr Elizabeth James & Shri N Ramani
027.	Programme on Financing Infrastructure Projects	22	Jul 26-30, 2016	Middle/Senior Level Management	Shri N Ramani & Prof Tasneem Chherawala
028.	Programme on Financing MSMEs	21	Aug 08-12, 2016	Middle/Senior Level Management	Dr M Manickaraj & Shri N Ramani
029.	Programme on Management of Non-Performing Advances: Effective Strategies for Prevention, Restructuring and Recovery	34	Aug 08-12, 2016	Middle/Senior Level Management	Dr Richa Verma Bajaj & Dr Vijay K Khanna
030.	Programme on Basel IRB Approach of Managing Credit Risk in Banks: Key Requirements and Road Map	19	Aug 08-12, 2016	Middle/Senior Level Management	Dr Arindam Bandyopadhyay
031.	Intensive Programme in Integrated Treasury Management (with One-Day Trading Game)	29	Aug 19-28, 2016	Middle/Senior Level Management	Dr S V Kuvalekar & Dr G Nagaraju

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
032.	Programme on Financial Statement Analysis for Large Corporates	20	Aug 22-26, 2016	Middle Management	Prof Navneet Kaur & Dr Vijay K Khanna
033.	Programme on Transition to Indian Accounting Standards (IND AS): Issues & Challenges for Commercial Banks	42	Aug 29- Sep 02, 2016	Middle/Senior Level Management	Dr Vijay Khanna & Prof Navneet Kaur
034.	Programme on Basel III	31	Aug 30-Sep 03, 2016	Middle Management	Prof Sanjay Basu & Prof Tasneem Chherawala
035.	Programme on Managing Non-SLR Investments	28	Sep 19-24, 2016	Middle/Senior Level Management	Dr Kedar nath Mukherjee
036.	Programme on Demystifying Statistical Techniques for Risk Management	17	Sep 19-24, 2016	Middle/Senior Level Management	Dr Arindam Bandyopadhyay
037.	Programme on Credit Analysis (*Focus:* Lending to Services Sector)	17	Oct 03-07, 2016	Middle/Senior Level Management	Dr Elizabeth James & Shri N Ramani
038.	Programme on Retail Lending Strategy for Senior Management	22	Oct 24-28, 2016	Middle/Senior Level Management	Dr K Ramesha & Dr K Srinivasa Rao
039.	Programme on Deposit and Loan Pricing (*Focus:* MCLR and Basel III)	20	Nov 15-18, 2016	Middle/Senior Level Management	Dr Tasneem Chherawala & Prof Sanjay Basu
040.	Programme on Financial Derivatives	19	Nov 07-11, 2016	Middle Management	Prof Kedar nath Mukherjee & Pof Tasneem Chherawala
041.	Programme on Transition to Indian Accounting Standards (IND AS) Issues and Challenges for Commercial Banks	32	Nov 07-11, 2016	Middle/Senior Level Management	Dr Vijay Khanna
042.	Programme on Corporate Credit Appraisal	29	Nov 21-25, 2016	Middle/Senior Level Management	Dr M Manickaraj & Shri N Ramani
043.	Workshop on Credit Risk Modelling under Basel II/III IRB Approach	23	Nov 21-25, 2016	Middle/Senior Level Management	Dr Arindam Bandyopadhyay
044.	Programme on Treasury Back-Office Operations	20	Nov 22-27, 2016	Middle/Senior Level Management	Dr S V Kuvalekar & Dr Gargi Sanati
045.	Programme on Retail Lending Strategies for Branch Managers	23	Dec 05-09, 2016	Middle/Senior Level Management	Dr K Ramesha & Dr K Srinivasa Rao
046.	Financing MSMEs	15	Dec 05-09, 2016	Middle/Senior Level Management	Dr M Manickaraj & Shri N Ramani
047.	Advanced Programme on Asset-Liability Management	11	Dec 13-17, 2016	Middle/Senior Level Management	Dr S V Kuvalekar
048.	Programme on Lending to Large and Mid-Corporate	30	Dec 13-17, 2016	Middle/Senior Level Management	Dr Richa Verma Bajaj & Dr M Manickaraj
049.	Advanced Programme in Integrated Treasury Management	24	Jan 03-07, 2017	Middle/Senior Level Management	Dr S V Kuvalekar
050.	Programme in Assessment of Working Capital Requirements	25	Jan 09-13, 2017	Middle/Senior Level Management	Dr Elizabeth James & Shri N Ramani
051.	Programme on Operational Risk Management under Basel II	21	Jan 30-Feb 02, 2017	Middle/Senior Level Management	Dr Richa Verma Bajaj & Dr K Srinivasa Rao
052.	Programme on Fixed Income Portfolio Management with Bond Trading Game	29	Feb 06-11, 2017	Middle Management	Dr Kedar nath Mukherjee &
053.	Programme on Financing Micro and Small Enterprises: Opportunities and Challenges	26	Feb 13-17, 2017	Middle/Senior Level Management	Dr K Ramesha & Dr K Srinivasa Rao

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
054.	Programme on Project Finance and Loan Syndication	33	Feb 07-11, 2017	Middle/Senior Level Management	Prof Tasneem Chherawala & Shri N Ramani
055.	Programme on Credit Analysis (*Focus:* Lending to Services Sector)	43	Feb 20-24, 2017	Middle Management	Dr Elizabeth James & Shri Rajiv Abhyankar
056.	Programme on Risk Management under Basel Regime (For First Time Risk Managers)	30	Mar 06-11, 2017	Middle Management	Dr Kedar nath Mukherjee & Dr Richa Verma Bajaj
V.	**HUMAN RESOURCE MANAGEMENT**				
057.	Programme on Enhancing Bank Employees' Performance and Well being in an Entire Banking Organization Through Leadership, Justice, Support, and Spirituality	15	May 16-20, 2016	Middle/Senior Level Management	Dr Badrinarayan Pawar
058.	Programme on Enhancing Bank Employees' Performance and Well being Through Leadership, Justice, Support, and Spirituality	20	Jul 18-20, 2016	Middle/Senior Level Management	Dr Badrinarayan Pawar
059.	Programme on Leadership for Branch Excellence	20	Jul 18-23, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
060.	Programme on Conducting Disciplinary Enquiries/Disciplinary Action Proceedings/CVC Guidelines	39	Aug 22-26, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
061.	Programme on Leadership Enhancement for Zonal/Regional/Group Head in Banks and Financial Institutions	14	Oct 18-22, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
062.	Programme on Enhancing Bank Employees' Performance and Well being through Leadership, Justice, Support, and Spirituality	28	Nov 07-09, 2016	Middle/Senior Level Management	Dr Badrinarayan Pawar
063.	Workshop for Investigation for Investigating Officers	26	Nov 25-26, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
064.	Programme on Leadership Development for Women Managers	27	Nov 28-30, 2016	Women Managers	Dr Deepa Mazumdar
065.	Programme on Integrating HR with Business	21	Jan 09-13, 2017	Middle Management	Dr Shomi Srivastava & Dr K Srinivasa Rao
066.	Programme on Enhancing Bank Employees' Performance and Well being in an Entire Banking Organisation through Leadership, Justice, Support, and Spirituality	12	Feb 06-08, 2017	Middle/Senior Level Management	Dr Badrinarayan Pawar
VI.	**INFORMATION TECHNOLOGY**				
067.	Programme on Cyber Frauds – Prevention, Detection and Forensic Investigations	18	Apr 25-29, 2016	Middle/Senior Level Management	Shri Sunil Bakshi & Dr Alka Vaidya
068.	Programme on Information Systems Audit	17	Jun 06-09, 2016	Middle Management	Dr Deepankar Roy & Shri Sunil Bakshi
069.	Advanced Programme in Card Payment System (A Joint programme with NPCI)	37	July 18 - 21, 2016	Middle/Senior Level Management	Dr Deepankar Roy

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
070.	Programme on Managing Information Security	15	Aug 08-11, 2016	Middle/Senior Level Management	Dr Deepankar Roy & Dr Alka Vaidya
071.	Programme on Alternate Delivery Channels as Business Strategy	17	Aug 22-25, 2016	Middle/Senior Level Management	Dr Deepankar Roy & Shri Sunil Bakshi
072.	Programme on Cyber Frauds Prevention, Detection and Forensic Investigations	28	Oct 17-21, 2016	Middle/Senior Level Management	Dr Alka Vaidya & Shri Sunil Bakshi
073.	Programme on Implementing IT Governance and Measuring Benefits from IT Investments	12	Oct 24-27, 2016	Senior Management	Shri Sunil Bakshi & Dr K Srinivasa Rao
074.	Programme on Digital Payments: Changing Landscape	23	Nov 28-30, 2016	Senior Management	Dr Deepankar Roy
075.	Seminar on Cyber Security	42	Dec 09, 2016	Middle/Senior Level Management	Shri Sunil Bakshi, Dr Alka Vaidya & Dr Deepankar Roy
076.	Programme on Business Analytics for Competitive Advantage	17	Feb 20-22, 2017	Middle Management	Dr Alka Vaidya
VII.	**MONEY, INTERNATIONAL BANKING AND FINANCE**				
077.	Programme in International Investments and Borrowings (*Focus:* ECB/FCCB/ FPI/FDI/ODI/LO/BO/PO)	10	Jun 01-03, 2016	Middle Management	Dr G Nagaraju & Dr Jiji T Mathew
078.	Programme in Management of Foreign Exchange Business	20	Jun 21-25, 2016	Middle Management	Dr Jiji T Mathew & Dr G Nagaraju
079.	Programme in Forex Dealing with Bourse Game	24	Jul 27-Aug 05, 2016	Dealers	Dr Gargi Sanati & Dr Jiji T Mathew
080.	Programme on Export Credit Management	12	August 01-06, 2016	Middle Management	Dr Smita Roy Trivedi & Dr Elizabeth James
081.	Programme in Financing International Trade	15	Sep 12-16, 2016	Middle Management	Dr Gargi Sanati & Dr G Nagaraju
082.	Programme in Technical Analysis for Dealers	26	Sep 26-Oct 1, 2016	Dealers	Dr Smita Roy Trivedi
083.	Programme on International Banking and Foreign Exchange	13	Nov 07-12, 2016	Middle Management	Dr Jiji T Mathew & Dr Smita Roy Trivedi
084.	Programme in Forex Dealing with Bourse Game	19	Nov 30-Dec 09, 2016	Dealers	Dr Jiji T Mathew & Dr Gargi Sanati
085.	Programme on Financing of International Trade	26	Dec 12-17, 2016	Middle Management	Dr Smita Roy Trivedi & Dr G Nagaraju
086.	Programme in Technical Analysis for Dealers	21	Jan 16-21, 2017	Dealers	Dr Smita Roy Trivedi & Dr Arindam Bandyopadhyay
087.	Programme on NRI Business and Forex Facilities for Residents	26	Jan 23-25, 2017	Middle Management	Dr G Nagaraju & Dr Jiji T Mathew
088.	Programme on Financing International Trade	12	Feb 13-17, 2017	Middle Management	Dr Gargi Sanati & Dr Jiji T Mathew
089.	Programme in Integrated Treasury with Simulated Bourse Game	29	Feb 20-Mar 01, 2017	Middle/Senior Level Management	Dr Nagaraju G & Dr Jiji T Mathew
VIII.	**RURAL FINANCE AND DEVELOPMENT**				
090.	Programme on Appraisal and Lending Strategies to Agriculture and Allied Sector Projects (*Focus:* Project Finance)	17	Jun 06-10, 2016	Middle/Senior Level Management	Dr Naveen Kumar K & Dr Ashutosh Kumar Tripathi

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
091.	Programme on Lead Bank Scheme: Preparation and Management of District Credit Plan for Inclusive Growth	15	Nov 21-25, 2016	Senior Management	Dr Naveen Kumar K & Dr Ashutosh Kumar Tripathi
092.	Programme on Financing High Value Agriculture & Allied Projects (*Focus:* High Value Agri-business Projects)	20	Jan 09-14, 2017	Middle/Senior Level Management	Dr Naveen Kumar K & Dr Ashutosh Kumar Tripathi
093.	Programme on Lending Strategies to Priority Sector in the Emerging Environment	9	Feb 13-17, 2017	Middle/Senior Level Management	Dr Ashutosh Kumar Tripathi & Dr Naveen Kumar K
IX.	**STRATEGIC PLANNING, MARKETING AND CONTROL**				
094.	Programme on Skills for Effective Planning and Monitoring in Banks	24	May 31-Jun 04, 2016	Senior Management	Prof Anjan Roy & Dr K Srinivasa Rao
095.	Programme on Marketing Strategies for Retail Banking	16	Jun 06-09, 2016	Middle Management	Dr Dhananjay Bapat & Dr K Srinivasa Rao
096.	Programme on Strategies for Turnaround of Bank Branches	17	Jul 11-14, 2016	Senior Management	Anjan Roy & Dr K Srinivasa Rao
097.	Programme on Marketing for Branch Managers (*Focus:* Retail and MSME)	24	Jul 18-22, 2016	Middle/Senior Level Management	Dr Dhananjay Bapat & Dr Sarita Bhatnagar
098.	Programme on Customer-Centric Approach for Branch Level Marketing	25	Aug 08-12, 2016	Middle/Senior Level Management	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
099.	Programme on Productivity Improvement in Centralized Loan Processing Centres of Banks	20	Oct 03-06, 2016	Middle/Senior Level Management	Anjan Roy & Dr K Srinivasa Rao
100.	Programme on Marketing Strategies for MSME Business	13	Oct 03-07, 2016	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr Dhananjay Bapat
101.	Programme on Customer Relationship Management and Digital Banking	13	Dec 05-09, 2016	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr Dhananjay Bapat
102.	Executive Leadership Programme	15	Dec 12-16, 2016	Middle/Senior Level Management	Dr K Srinivasa Rao & Prof Anjan Roy
103.	Programme on Marketing for Branch Managers	13	Jan 02-06, 2017	Middle/Senior Level Management	Dr Dhananjay Bapat & Dr Sarita Bhatnagar
104.	Programme on Leadership for Relationship Management Teams	14	Jan 16-20, 2017	Middle/Senior Level Management	Dr Kaushik Mukerjee & Dr K Srinivasa Rao
105.	Programme on Operational Efficiency in Back-Office Networks	13	Jan 30-Feb 02, 2017	Middle/Senior Level Management	Prof Anjan Roy & Dr K Srinivasa Rao
106.	Programme on Customer Relationship Management in Banking	12	Feb 27-Mar 03, 2017	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr K Srinivasa Rao
107.	Programme on Marketing of Banking Services in Digital Era	26	Mar 13-16, 2017	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr Deepankar Roy
X.	**SPONSORED/INCOMPANY PROGRAMMES**				
108.	Sensitization Programme for Executives of Department of Posts	24	Apr 04-05, 2016	Middle/Senior Level Management	Shri Rajesh Mahajan, Dr K Srinivasa Rao & Prof Anjan Roy
109.	Sensitization Programme for Executives of Department of Posts	25	Apr 07-08, 2016	Middle/Senior Level Management	Shri Rajesh Mahajan, Dr K Srinivasa Rao & Prof Anjan Roy
110.	Programme on Strategies for Turnaround of Bank Branches for Catholic Syrian Bank	24	Apr 25-27, 2016	Middle/Senior Level Management	Prof Anjan Roy & Dr K Srinivasa Rao

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
111.	Advanced Refresher Programme for Officers of Dena Bank	21	Apr 25- May 07, 2016	Junior Management	Prof Kalyan Swarup & Prof Navneet Kaur
112.	Programme on Financial Statistics for Probationary Officers of Indian Statistical Services (ISS)	46	May 02- 06, 2016	Probationary Officers	Dr Kedar nath Mukherjee & Dr G Nagaraju
113.	Advance Refresher Programme for Officers of Dena Bank	27	May 09- 21, 2016	Junior Management	Prof Kalyan Swarup & Dr Sarita Bhatnagar
114.	Orientation Programme for Assistant Directors of Bangladesh Bank	31	May 23- Jun 02, 2016	Probationary Officers	Dr Smita Roy Trivedi & Dr Jiji T Mathew
115.	Orientation Programme for Assistant Directors of Bangladesh Bank	31	May 24-Jun 03, 2016	Probationary Officers	Dr Gargi Sanati & Dr S V Kuvalekar
116.	Advance Refresher Programme for Officers of Dena Bank	29	May 23-Jun 04, 2016	Junior Management	Prof Kalyan Swarup & Dr Naveen Kumar K
117.	Incompany Programme for newly promoted Scale IV Officers of Canara Bank	29	May 30-Jun 03, 2016	Middle Management	Dr Shomi Srivastava
118.	Orientation to Credit for Indian Bank Officers	33	Jun 01-11, 2016	Probationary Officers	Prof Kalyan Swarup & Prof Navneet Kaur
119.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	42	Jun 01-11, 2016	Probationary Officers	Dr U A Balasubramanian
120.	Corporate Training Programme for SAS Institute (India) Pvt. Ltd.	22	Jun 09-10, 2016	Middle/Senior Level Management	Prof Tasneem Chherawala & Dr Alka Vaidya
121.	Onlocation Incompany Programme on Disciplinary Proceedings for Jammu & Kashmir Bank Ltd., (*Venue:* Srinagar)	25	Jun 10-12, 2016	Middle Management	Dr Shomi Srivastava
122.	Orientation to Credit for Indian Bank Officers	35	Jun 13-23, 2016	Probationary Officers	Prof Kalyan Swarup & Prof Navneet Kaur
123.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	39	Jun 13-23, 2016	Probationary Officers	Dr U A Balasubramanian
124.	Programme on Banking for Executives of CAG	13	Jun 17-24, 2016	Middle/Senior Level Management	Shri N Ramani
125.	Orientation to Credit for Indian Bank Officers	33	Jun 27-Jul 07, 2016	Probationary Officers	Prof Kalyan Swarup & Prof Navneet Kaur
126.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	40	Jun 27-Jul 07, 2016	Probationary Officers	Dr U A Balasubramanian
127.	Incompany Programme on High Value Agriculture Lending for Punjab National Bank	30	Jun 27-Jul 02, 2016	Agriculture Officers	Dr Naveen Kumar K & Dr Ashutosh Kumar Tripathi
128.	Incompany Programme for Officers/Executives of EGCG	27	Jun 27-Jul 01, 2016	Junior Management	Dr Gargi Sanati & Shri N Ramani
129.	Programme on Forex Dealing with Bourse Game for Dena Bank	24	Jun 27-Jul 08, 2016	Junior/Middle Management	Dr Gargi Sanati & Dr G Nagaraju
130.	Advanced Refresher Programme for Officers of Dena Bank	17	Jun 27-Jul 09, 2016	Junior Management	Prof Kalyan Swarup & Dr Smita Roy Trivedi
131.	Programme for Newly Promoted Scale for Officers of Canara Bank	28	Jul 4-8, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
132.	Programme for Newly Promoted Scale for Officers of Canara Bank	30	Jul 11-15, 2016	Middle/Senior Level Management	Dr Shomi Srivastava

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
133.	Orientation to Credit for Indian Bank Officers	39	Jul 11-21, 2016	Probationary Officers	Prof Kalyan Swarup & Prof Navneet Kaur
134.	Orientation to Credit for Indian Bank Officers (*Venue:*IMAGE, Chennai)	41	Jul 11-21, 2016	Probationary Officers	Dr U A Balasubramanian
135.	Programme for Newly Promoted Scale for Officers of Canara Bank	31	Jul 18-22, 2016	Middle Management	Dr Shomi Srivastava
136.	Incompany Programme for Senior Executives of Central Bank of India	28	Jul 25-30, 2016	Senior Management	Dr G Nagaraju & Prof Deepak Narang
137.	Orientation to Credit for Indian Bank Officers	30	Jul 25-Aug 04, 2016	Probationary Officers	Dr Shomi Srivastava & Dr V S Kaveri
138.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	37	Jul 25-Aug 04, 2016	Probationary Officers	Dr U A Balasubramanian
139.	Programme on Export Credit Management for Junior Officer of ECGC Ltd.	30	Aug 01-05, 2016	Junior Management	Dr G Nagaraju & Shri N Ramani
140.	Executive Development Programme for Senior Management of Central Bank of India	12	Aug 16-21, 2016	Senior Management	Dr G Nagaraju & Dr Richa Verma Bajaj
141.	Incompany Programme on High Value Agriculture Lending for Punjab National Bank	26	Aug 01-06, 2016	Agriculture Officers	Dr Naveen Kumar K & Dr Ashutosh Kumar Tripathi
142.	Orientation to Credit for Indian Bank Officers (*Venue:* NIBM)	41	Aug 08-18, 2016	Probationary Officers	Dr Dhananjay Bapat & Dr V S Kaveri
143.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	43	Aug 08-18, 2016	Probationary Officers	Dr U A Balasubramanian
144.	Customized programme on Project Appraisal for select officers of Bhutan Development Bank	17	Aug 17-29, 2016	Middle/Senior Level Management	Prof Deepak Narang & Dr Elizabeth James
145.	Onlocation Programme on High Value Agri-Business Projects for Branch Managers/Agriculture Officers of Punjab National Bank (*Venue:* Chandigarh)	30	Aug 22-24, 2016	Agriculture Officers	Dr Naveen Kumar K
146.	Programme on Export Credit Management for Junior Officer of ECGC Ltd.	30	Aug 22-26, 2016	Junior Management	Shri N Ramani & Dr Smita Roy Trivedi
147.	Orientation to Credit for Indian Bank Officers	43	Aug 22-Sep 01, 2016	Probationary Officers	Dr Sarita Bhatnagar & Dr V S Kaveri
148.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	42	Aug 22-Sep 01, 2016	Probationary Officers	Dr U A Balasubramanian
149.	Programme on Export Credit Management for Junior Officer of ECGC Ltd.	29	Aug 29-Sept 02, 2016	Junior Management	Dr Smita Roy Trivedi & Shri N Ramani
150.	Programme on Enhancing Bank Employees' Performance and Well Being through Leadership, Justice, Support & Spirituality for Bank of Ceylon (*Venue:* Colombo, Sri Lanka)	32	Aug 08-10, 2016	Middle/Senior Level Management	Dr Badrinarayan Pawar
151.	Management Development Programme for Executives of Corporation Bank	35	Aug 30-Sep 03, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
152.	Onlocation programme on High Value Agri-Business Projects for Branch Managers/Agriculture Officers of Punjba National Bank (Jaipur)	33	Aug 29-31, 2016	Agriculture Officers	Dr Naveen Kumar K

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
153.	Advanced Export Credit Management Programme for Middle/Senior Management Executives of ECGC Ltd.	29	Sep 26-28, 2016	Middle/Senior Level Management	Dr Gargi Sanati & Dr Jiji T Mathew
154.	Orientation Programme for Assistant Directors of Bangladesh Bank	30	Sep 19-29, 2016	Probationary Officers	Dr Smita Roy Trivedi & Dr Jiji T Mathew
155.	Orinentation Programme for Assistant Directors of Bangladesh Bank	29	Sep 20-30, 2016	Probationary Officers	Dr Gargi Sanati & Dr G Nagaraju
156.	Onlocation Programme on High Value Agri-Business Projects for Branch Managers/Agriculture Ofiicers of Punjab National Bank (*Venue:* Bangalore)	25	Sep 14-16, 2016	Agriculture Officers	Dr Naveen Kumar K
157.	Executive Development Programme for Syndicate Bank	40	Sep 13-17, 2016	Middle Management	Dr K Srinivasa Rao & Prof Anjan Roy
158.	Customized Executive Development Programme (EDP) for Newly Promoted AGMs of Vijaya Bank	22	Sep 13-17, 2016	Senior Management	Dr Kaushik Mukerjee
159.	Incompany Programme on Leadership Development for Executives of UCO Bank	29	Sep 06-10, 2016	Middle/Senior Level Management	Dr Shomi Srivastava
160.	Programme on Export Credit Management for Junior Officer of ECGC Ltd.	28	Sep 05-09, 2016	Middle/Senior Level Management	Dr Jiji T Mathew & Dr G Nagaraju
161.	Orientation to Credit for Indian Bank Officers	40	Sep 06-16, 2016	Probationary Officers	Dr Kalyan Swarup & Dr Shomi Srivastava
162.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	37	Sep 06-16, 2016	Probationary Officers	Dr U A Balasubramanian
163.	Orientation to Credit for Indian Bank Officers	38	Sep 19-29, 2016	Probationary Officers	Prof Kalyan Swarup
164.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	42	Sep 19-29, 2016	Probationary Officers	Dr U A Balasubramanian
165.	Programme on Advanced Card Payments for NPCI Officials	16	Sep 19-22, 2016	Middle/Senior Level Management	Dr Deepankar Roy
166.	Executive Development Programme for Syndicate Bank	36	Oct 04-08, 2016	Middle/Senior Level Management	Dr Deepak Narang & Dr G Nagaraju
167.	Advanced Export Credit Management Programme for Middle/Senior Management Executives of ECGC Ltd.	30	Oct 13-15, 2016	Middle/Senior Level Management	Shri N Ramani & Dr G Nagaraju
168.	Executive Development Programme for Star Performers of Central Bank of India Module I	21	Oct 14-15, 2016	Senior Management	Prof Kalyan Swarup & Dr Gargi Sanati
169.	Executive Development Programme for Syndicate Bank	37	Oct 12-16, 2016	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr Dhananjay Bapat
170.	Executive Development Programme for Star Performers of Central Bank of India Module I	23	Oct 21-22, 2016	Senior Management	Prof Kalyan Swarup & Dr Deepankar Roy
171.	Orientation to Credit for Indian Bank Officers	40	Oct 17-27, 2016	Probationary Officers	Prof Kalyan Swarup
172.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	40	Oct 17-27, 2016	Probationary Officers	Dr U A Balasubramanian
173.	Incompany Programme on Leadership Development for Executives of UCO Bank	30	Oct 24-28, 2016	Middle/Senior Level Management	Dr Kaushik Mukerjee

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
174.	Credit Management Programme for Central Bank of India	29	Oct 24-28, 2016	Middle/Senior Level Management	Dr K Srinivasa Rao
175.	Credit Management Programme for Central Bank of India	25	Oct 25-29, 2016	Middle/Senior Level Management	Prof Kalyan Swarup
176.	Advanced Export Credit Management Programme for Middle/Senior Management Executives of ECGC Ltd.	30	Nov 03-05, 2016	Middle/Senior Level Management	Dr Smita Roy Trivedi & Dr Jiji T Mathew
177.	Executive Development Programme for Syndicate Bank	39	Nov 01-05, 2016	Middle/Senior Level Management	Dr K Ramesha
178.	Orientation to Credit for Indian Bank Officers	35	Oct 31-Nov 10 2016	Probationary Officers	Prof Kalyan Swarup
179.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	42	Oct 31-Nov 10 2016	Probationary Officers	Dr U A Balasubramanian
180.	Management Development Programme for Executives of Corporation Bank	31	Nov 07-12, 2016	Middle/Senior Level Management	Prof Anjan Roy
181.	Leadership Development Programme for Scale IV Executives of UCO Bank	29	Nov 15-19, 2016	Middle/Senior Level Management	Prof Kalyan Swarup
182.	Programme on Treasury Management with Bourse Game for Selected Officers of Canara Bank	20	Nov 18-27, 2016	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
183.	Advanced Export Credit Managment Programme for Middle/Senior Management Executives of ECGC Ltd.	29	Nov 21-23, 2016	Middle/Senior Level Management	Shri N Ramani & Dr G Nagaraju
184.	Onlocation Programme on Treasury Management for Axis Bank (*Venue:* Mumbai)	20	Nov 28- Dec 02, 2016	Audit Officers	Dr S V Kuvalekar & Dr Kedar nath Mukherjee
185.	Executive Development Programme for Syndicate Bank	38	Nov 28- Dec 03, 2016	Middle/Senior Level Management	Prof Kalyan Swarup
186.	Sensitization Programme for Executives of Department of Posts	15	Dec 02-03, 2016	Middle/Senior Level Management	Prof Anjan Roy & Dr K Srinivasa Rao
187.	Sensitization Programme for Executives of Department of Posts	14	Dec 09-10, 2016	Top Management	Dr Shomi Srivastava & Shri Rajiv Abhyankar
188.	Sensitization Programme for Executives of Department of Posts	24	Dec 16-17, 2016	Top Management	Prof Kalyan Swarup & Dr Shomi Srivastava
189.	Executive Development Programme for Syndicate Bank	41	Dec 19-23, 2016	Top Management	Dr Alka Vaidya & Dr Deepankar Roy
190.	Executive Development Programme for Syndicate Bank	39	Dec 20-24, 2016	Middle/Senior Level Management	Dr Kaushik Mukerjee
191.	Incompany Programme for Officers – Trainees (OTs) of IES (Indian Economic Services)	28	Dec 26-30, 2016	Officer Trainees	Prof Sanjay Basu & Dr Smita Roy Trivedi
192.	Advanced Trainers Training Programme for Janata Bank, Bangladesh	9	Dec 26-30, 2016	Trainers	Dr K Ramesha & Shri Jayant Keskar
193.	Executive Development Programme for Top Management of ECGC Ltd	13	Jan 06-07, 2017	Top Management	Prof Kalyan Swarup & Dr K Srinivasa Rao
194.	Programme in Integrated Treasury Management with Stimulated Bourse Game for Selected Officers of IDBI Bank	30	Jan 03-12, 2017	Treasury Officers	Dr G Nagaraju & Dr S V Kuvalekar
195.	Executive Development Programme for Canara Bank	29	Jan 03-07, 2017	Middle/Senior Level Management	Dr Shomi Srivastava

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
196.	Orientation Programme for Assistant Directors of Bangladesh Bank	29	Jan 09-19, 2017	Middle/Senior Level Management	Prof Sanjay Basu & Shri Rajiv Abhyankar
197.	Orientation to Credit for Indian Bank Officers	33	Jan 17-28, 2017	Probationary Officers	Prof Kalyan Swarup & Dr Richa Verma Bajaj
198.	Orientation to Credit for Indian Bank Officers (*Venue*: IMAGE, Chennai)	43	Jan 17-28, 2017	Probationary Officers	Dr U A Balasubramanian
199.	Orientation programme for Assistant Directors of Bangladesh Bank	29	Jan 08-18, 2017	Middle/Senior Level Management	Dr Gargi Sanati & Shri Jayant Keskar
200.	Onlocation Programme on High Value Agri-Business Projects for Branch Managers/Agriculture Ofiicers of Punjab National Bank (*Venue:* Lucknow)	21	Jan 18-20, 2017	Agriculture Officers	Dr Naveen Kumar K
201.	Executive Development Programme for Top Management of ECGC Ltd	12	Jan 20-21, 2017	Top Management	Prof Kalyan Swarup & Dr Rajiv Abhyankar
202.	Management Development Programme for Executive of Corporation Bank	32	Jan 23-28, 2017	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr Kaushik Mukerjee
203.	Executive Development Programme for Canara Bank	27	Jan 24-28, 2017	Middle/Senior Level Management	Prof Kalyan Swarup
204.	Management Development Programme for Executive of Corporation Bank	30	Jan 30-Feb 04, 2017	Middle/Senior Level Management	Dr Shomi Srivastava
205.	Programme on Foreign Exchange for Officers of Syndicate Bank	40	Jan 23-Feb 01, 2017	Middle/Senior Level Management	Shri Jayant Keskar & Dr Jiji T Mathew
206.	Customized Programme on Treasury Back Office Operations for Select Officers of Axis Bank (*Venue:* Mumbai)	51	Feb 10-11, 2017	Audit Officers	Dr S V Kuvalekar
207.	Orientation to Credit for Indian Bank Officers	27	Jan 30-Feb 09, 2017	Probationary Officers	Prof Kalyan Swarup & Dr Sarita Bhatnagar
208.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	39	Jan 30-Feb 09, 2017	Probationary Officers	Dr U A Balasubramanian
209.	Orientation to Credit for Indian Bank Officers	31	Feb 13-23, 2017	Probationary Officers	Prof Kalyan Swarup & Dr Elizabeth James
210.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	36	Feb 13-23, 2017	Probationary Officers	Dr U A Balasubramanian
211.	Executive Development programme for Canara Bank	30	Feb 20-23, 2017	Middle/Senior Level Management	Prof Kalyan Swarup
212.	Management Development Programme for Executives of Corporation Bank	32	Feb 20-25, 2017	Middle/Senior Level Management	Dr Sarita Bhatnagar & Dr K Ramesha
213.	Orientation to Credit for Indian Bank Officers	39	Febr 27-Mar 09, 2017	Probationary Officers	Prof Kalyan Swarup & Dr Dipali Krishnakumar
214.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	38	Feb 27-Mar 09, 2017	Probationary Officers	Dr U A Balasubramanian
215.	Programme on Treasury Management with Bourse Game for Selected Officers of Union Bank of India	25	Feb 27-Mar 08, 2017	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
216.	Customized Programme on Treasury Back Office Operations for Select Officers of Axis Bank	50	Mar 03-04, 2017	Audit Officers	Dr S V Kuvalekar
217.	Programme for Credit Officers of Syndicate Bank (*Venue:* Manipal)	35	Mar 06-15, 2017	Middle/Senior Level Management	Dr M Manickaraj & Shri Jayant Keskar

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
218.	Programme for Credit Officers of Syndicate Bank (*Venue:* Manipal)	35	Mar 07-16, 2017	Middle/Senior Level Management	Dr M Manickaraj & Shri Jayant Keskar
219.	Orientation to Credit for Indian Bank Officers	19	Mar 13-23, 2017	Probationary Officers	Prof Kalyan Swarup & Prof Ateeque Shaikh
220.	Orientation to Credit for Indian Bank Officers (*Venue:* IMAGE, Chennai)	28	Mar 13-23, 2017	Probationary Officers	Dr U A Balasubramanian
221.	Specialised Training on Inspection for Officer of Syndicate Bank	35	Mar 13-22, 2017	Middle/Senior Level Management	Dr K Srinivasa Rao & Prof Anjan Roy
222.	Programme on Forex Dealing with Bourse Game for Canara Bank	21	Mar 13-22, 2017	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
		5954			

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

Dr Achintan Bhattacharya: *Director, Dean-Education & Principal*

Introduction

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

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

Admission to PGDM (B&FS) 2016-18

Around one thousand two hundred applicants who had appeared for the Common Admission Test (CAT) 2015, conducted by the IIMs, ATMA (February 2016) and CMAT conducted by AICTE in (January 2016), had applied for admission to PGDM (B&FS) 2016-18. On the basis of the performance in the CAT/ATMA/CMAT, 883 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 2016-18 consists of 87 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 are fully prepared for working in the competitive corporate world through this package of rigorous course curriculum, continuous evaluation and project work in various organizations. By design, this programme facilitates placement of candidates in banks, financial institutions, non-banking financial companies and finance departments of corporate entities and IT companies. The Institute actively pursues placement efforts in collaboration with the Placement Committee of students and faculty advisors by inviting prospective employers to the campus.

Placements have been 100 per cent since the very inception of the course. Organizations which have come for campus interviews in the past include State Bank of India, Canara Bank, EXIM Bank, ICICI Bank Ltd., PNB Gilts Ltd., IDBI Bank Ltd., Bank of Baroda, Bank of India, Union Bank of India, Punjab National Bank, Corporation Bank, Central Bank of India, Indian Bank, Dena Bank, UCO Bank, Bank of Maharashtra, Syndicate Bank, Oriental Bank of Commerce, Allahabad Bank, Andhra Bank, United Bank of India, HDFC Bank Ltd., 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 fifty-six students in the PGDM (2015-17) batch. Eleven banks and financial institutions recruited from the campus. They are: *(i)* State Bank of India *(ii)* YES Bank *(iii)* HDFC Bank *(iv)* Axis Bank *(v)* KPMG *(vi)* Federal Bank *(vii)* Ernst & Young *(viii)* Janalakshmi Financial Services *(ix)* National Payments Corporation of India, *(x)* Royal Bank of Scotland and *(xi)* CanFin Homes. 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.18.00 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 2015-17 batch for the award of the diploma and presentation of merit awards was held on April 08, 2017. Shri S S Mundra, Deputy Governor, Reserve Bank of India and Member, NIBM Governing Board, presided over the convocation. Shri Mundra delivered the Convocation Address and also presented each of the top five meritorious students of the 2015-17 batch a Gold Medal for Academic Excellence.

Five NIBM member banks had sponsored the following gold medals:

1. The Bank of Baroda Gold Medal for Academic Excellence to Ms Anusha Ganta
2. The Canara Bank Gold Medal for Academic Excellence to Ms Ayushee Agarwal
3. The Union Bank of India Gold Medal for Academic Excellence to Ms Disha Agrawal
4. The Indian Bank Gold Medal for Academic Excellence to Shri Nikhil Aggarwal
5. The Bank of Maharashtra Gold Medal for Academic Excellence to Shri Abhilash U

Publications

A. Prajnan: Journal of Social and Management Sciences

Prajnan is a quarterly double blind-refereed journal of social and management sciences with a special reference to banking and finance. It has completed 45 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, 2016-17) of Prajnan contained 15 research papers. The journal also published reviews of six books received from various publishers.

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

Issues	*Papers*	*Book Reviews*
April-June 2016	4	2
July-September 2016	3	2
October-December 2016	4	1
January-March 2017	4	1
	15	6

Some of the research papers published in the four issues of Prajnan included Inflation Differential and Inflation Targeting in India by Anuradha Patnaik, De-congestion of Commercial Bank Branches in Rural and Semi-urban India Through Alternate Channel Products by Rohit Parashar & Bibekananda Panda, Three Decades of Human Development Across Indian States: Inclusive Growth or Perpetual Disparity by Sacchidananda Mukherjee, Debashis Chakraborty & Satadru Sikdar, Empirical Modeling of Profitability of Public Sector Banks in India, by Ashish Kumar & Sanjay Dhingra, Measuring Bank Competition in Changing Indian Loan Markets: A Modern Empirical Approach by Divya Gupta & Usha Kamilla, Fiscal Performance Index of the States in India by Asit Ranjan Mohanty & Bibhuti Ranjan Mishra, Modernising the Indian Deposit Insurance System: Imperatives and Reforms by Manas Ranjan Das, Impact of Microfinance on Empowerment of Rural Women in Gujarat by Amola Bhatt & Shahir Bhatt, and Are Large Indian Banks Systemically Important? By Radheshyam Verma.

Prajnan was published under the editorship of Dr Arindam Bandyopadhyay with Dr Alka Vaidya, Prof Navneet Kaur, while for the fourth issue Dr Alka Vaidya and Prof Ateeque Shaikh were editorial committee members.

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 provide insights into matters of concern for the bankers' community. Four issues were published between April 2016 and March 2017. Several eminent personalities from the field of banking and finance contributed their articles to Vinimaya during this period. In total, 19 articles were published during the year. Some of the noteworthy articles published during this period include:

- Annual Review and Forensic Audit of Corporate Borrowal Accounts and Early Warning Signals by Shri Deepak Narang and Dr V S Kaveri
- State Finances: Assessing Near-Term Prospects by Ms Shubhada Rao and Ms Garima Kapoor
- The Strategic Differentiators of State Bank of India by Shri Ashwini Mehra
- Basel Accords and their Implications on Banking Business by Dr S V Kuvalekar

The issues published in 2016-17 was under the editorship of Dr Kaushik Mukerjee with Dr Jiji Mathew and Dr Sarita Bhatnagar as editorial team members.

C. Monographs Published in 2016-17

1. Compendium of Published Papers and Conference Presentations: 2016-17 – 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 13 research articles published in ABDC listed, accredited journals under B & C category; and 7 articles in other journals, published by NIBM Faculty Members.

Collaboration and Association with Other Organizations

A. Government of India, Ministry of Science and Technology, Department of Scientific and Industrial Research, New Delhi, has accorded recognition to NIBM under the scheme on Recognition of Scientific and Industrial Research Organizations (SIROs) 1988 for the period 1.4.2015 to 31.3.2018.

B. University of Pune has accorded recognition to NIBM as an approved Centre for Post-Graduate Research in Commerce and Management.

C. NIBM Conducted Programmes/Seminars in Collaboration with/Support from Following Organizations

1. Frankfurt School of Finance and Management, Frankfurt, Germany.
2. Centre for International Cooperation and Training in Agricultural Banking (CICTAB), Pune.
3. KPMG
4. TransUnion CIBIL Limited
5. National Payments Corporation of India (NPCI)

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

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

1. International Programme on Asset and Liability Management in Banks and Financial Institutions, September 19-October 01, 2016 – Dr S V Kuvalekar & Prof Sanjay Basu
2. International Programme on Corporate Governance and Leadership for Top Executives from Financial Systems, December 12-16,2015 – Dr Kaushik Mukerjee & Dr K Srinivasa Rao
3. International Programme in Bank Financial Management, (*Focus:* Risk Management and Basel II & III Accourd), January 09-21, 2017 – Dr S V Kuvalekar & Dr K Ramesha
4. International Programme Corporate Governance and Leadership for Top Executives from the Financial System, February 27-March 03, 2017 – Dr Kaushik Mukerjee & Dr K Srinivasa Rao
5. International Programme in Banking Finance, (*Focus:* Risk Management), March 06-18, 2017 – 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

* Life Member

F. Director, NIBM, was a Member of the following Governing Boards/Councils of Organizations

1. Member, Governing Board, Institute of Banking Personnel Selection, Mumbai
2. Member, Governing Council, Indian Institute of Banking and Finance, Mumbai
3. Member, Education & Training Committee, Indian Institute of Banking and Finance, Mumbai
4. Member, Examination Committee, Indian Institute of Banking and Finance, Mumbai
5. Member, Pension Advisory Committee, Pension Fund Regulatory & Development Authority (PFRDA), Delhi
6. Member, Subscriber's Education & Protection Fund (SEPF), Pension Fund Regulatory & Development Authority (PFRDA), Delhi
7. Member, Expert Committee to Resolve the Possible Conflict of Interest under PFRDA Act 2013 in fulfilling the mandate of regulation along with Development role, Pension Fund Regulatory & Development Authority (PFRDA), Delhi
8. Member of Centre for Professional Excellence in Cooperatives (CPEC) of Accreditation Board - Bankers Institute of Rural Development, Lucknow
9. Member of 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 Bank's 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. ***Dr 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

A. Library

Books

With the addition of 700 books to the library the general collection stands at 68,351. With 3,589 reports in the Rand Corporation Collection, the total number of books has reached 71,940. Another 200 bound volumes were added, taking the collection of bound volumes to 14,656 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 170 journals by way of subscription, exchange and gratis and 14 newspapers. The break-up of journals and newspapers is as follows:

	Newspapers				*Journals*			
	Indian	*Foreign*		*Total*	*Indian*	*Foreign*		*Total*
Subscription	13	1		14	50	80		130
Exchange	–	–			25	4		29
Complimentary	–	–			9	2		11
	13	+ 1	=	14	84	+ 86	=	170

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 2976 which include video cassettes, audio-tapes, CD-ROMs, DVDs, VCDs, Diskettes/Floppies, films (16 mm) and slide sets.

Multimedia Machines

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

E-Resources

The library is subscribing following online databases

1. Ace Equity
2. CMIE Economic Outlook
3. CMIE ProwessIQ database
4. Cogencis data terminals
5. EBSCO Business Source Complete Database
6. EPWRF India Time Series database
7. IMF eLibrary
8. J-Gate Management Sciences
9. JSTOR
10. National Digital Library (NDL)
11. ProQuest ABI/Inform (Complete)

Services

Email Alerts

The library updates the users by sending email alerts about:

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

Reference Services

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

Bankers' Brief

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

Bibliographical Services

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

Selective Dissemination of Information (SDI) Service

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

Online Catalogue (OPAC/WebOPAC)

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

Inter-Library Loan

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

B. Computer Services Centre (CSC)

Another focal point in the Institute is the well-equipped Computer Services Center providing excellent computing facilities. The Center provides state-of-the-art computing facilities to support research, training and consultancy activities of the Institute. There are two computer labs equipped with Intel-i5/i3 Desktops, projection and audio systems which are being extensively used for demonstration/hands-on sessions in our training programs. Internet access is available in both the computer labs. Desktop Computers with internet connectivity were also been provided in the Hostel Premises for easy computing facility to participants after office hours. NIBM is also providing internet facility through Wi-Fi to facilitate 24x7 Internet connectivity to all its participants, PGDM Students and employees of the Institute – in the Office Area as well in the Residential premises of the NIBM Campus. Computer Labs are available to the participants between 9.00 am to 5.30 pm on all working days.

The Center hosts various branded servers with mix of operating systems - as per requirement - such as Windows, Red Hat Enterprise Linux, Novell NetWare to which more than 250 nodes of NIBM's Local Area Network are connected. NIBM has successfully implemented first phase of ERP Solution and 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 paperless office.

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

Latest Intel-i7 Laptops with multi-media capabilities are 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 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.

Annexures

Annexure I

Organizationwise Number of Participants: 2016–17

	Organization	*No. of Participants*
A.	**RESERVE BANK OF INDIA**	
1.	College of Agricultural Banking	3
2.	Reserve Bank of India	24
	Sub-Total	**27**
B	**STATE BANK GROUP**	
1.	State Bank of India	84
2.	State Bank of Mysore	15
3.	State Bank of Bikaner & Jaipur	7
4.	State Bank of Hyderabad	29
5.	State Bank of Patiala	3
6.	State Bank of Travancore	32
	Sub-Total	**170**
C.	**NATIONALIZED BANKS**	
1.	Allahabad Bank	65
2.	Andhra Bank	72
3.	Bank of Baroda	60
4.	Bank of India	50
5.	Bank of Maharashtra	24
6.	Canara Bank	327
7.	Central Bank of India	158
8.	Corporation Bank	249
9.	Dena Bank	161
10.	Indian Bank	1227
11.	Indian Overseas Bank	20
12.	Oriental Bank of Commerce	49
13.	Punjab & Sind Bank	27
14.	Punjab National Bank	246
15.	Syndicate Bank	465
16.	UCO Bank	104
17.	Union Bank of India	99
18.	United Bank of India	12
19.	Vijaya Bank	43
	Sub-Total	**3458**

	Organization	*No. of Participants*
D.	**PRIVATE SECTOR AND OTHER BANKS**	
1.	Axis Bank Ltd.	139
2.	Aditya Birla Idea Payments Bank Limited (ABIPBL)	8
3.	Bandhan Bank	3
4.	City Union Bank Ltd.	6
5.	Development Credit Bank Ltd. (DCB Bank Ltd.)	5
6.	Export Import Bank of India	29
7.	HDFC Bank Ltd.	14
8.	ICICI Bank Ltd.	9
9.	IDBI Bank Ltd.	103
10.	IDFC Bank Ltd.	7
11.	IndusInd Bank Ltd.	12
12.	The Jammu & Kashmir Bank Ltd.	44
13.	Karnataka Bank Ltd.	35
14.	Kotak Mahindra Bank Ltd.	7
15.	Shinhan Bank	1
16.	Tamilnad Mercantile Bank Ltd.	30
17.	The Catholic Syrian Bank Ltd.	34
18.	The Dhanlaxmi Bank Ltd.	1
19.	The Federal Bank Ltd.	18
20.	The Karur Vysya Bank Ltd.	70
21.	The Lakshmi Vilas Bank Ltd.	5
22.	The Nainital Bank Ltd.	7
23.	The Ratnakar Bank Ltd (RBL Bank Ltd.)	5
24.	The South Indian Bank Ltd.	56
25.	YES Bank Ltd.	11
26.	UTI Asset Management Co. Ltd.	3
	Sub-Total	**662**

	Organization	*No. of Participants*
E.	**COOPERATIVE BANKS**	
1.	Dombivli Nagari Sahakari Bank Ltd.	1
2.	Janakalyan Sahakari Bank Ltd.	4
3.	Kalupur Commercial Co-op. Bank Ltd.	3
4.	Kozikode District Co-op. Bank	1
5.	Pragati Krishna Gramin Bank	1
6.	REPCO Bank	13
7.	The Cosmos Co-operative Bank	1
8.	MP Rajya Sahakari Bank Maryadit	1
9.	The Navanagar Co-op. Bank Ltd.	1
10.	The Saraswat Co-op. Bank Ltd.	4
11.	The Shamrao Vithal Co-op Bank Ltd. (SVC Co-op.Bank Ltd.)	15
	Sub-Total	**45**
F.	**REGIONAL RURAL BANKS**	
1.	Andhra Pragathi Grameena Bank	2
2.	Bangiya Gramin Vikash Bank	1
3.	Karnataka Vikas Grameena Bank	1
4.	Kerala Gramin Bank	2
5.	KSGS Bank	1
6.	Pagathi Krishna Gramin Bank	1
7.	Saurashtra Gramin Bank	2
8.	Telangana Grameena Bank	2
9.	Tripura Gramin Bank	2
	Sub-Total	**14**
G.	**FINANCIAL INSTITUTIONS**	
1.	IFCI Ltd.	6
2.	Itzcash Card Ltd.	1
3.	National Bank for Agri. & Rural Devpt.	13
4.	National Insurance Co. Ltd	2
5.	SEBI	3
6.	Small Industries Dev. Bank of India	12
7.	Sundaram BNP Paribas Home Finance Ltd.	1
8.	Western India Transport Finance Co. Ltd.	1
9.	UTI AMC Ltd.	9
	Sub-Total	**39**

	Organization	*No. of Participants*
H.	**FOREIGN BANKS (IN INDIA)**	
1.	AB Bank Ltd.	2
2.	Abu Dhabi Commercial Bank	1
3.	American Express Bank	2
4.	ANZ Bank	1
5.	Bank of Bahrain & Kuwait BSC	2
6.	Bank of Ceylon (India)	1
7.	Citi Bank NA	1
8.	DBS Bank Ltd	3
9.	Hongkong & Shanghai Banking Corp. Ltd	1
10.	HSBC	2
11.	J P Morgan Chase Bank N A	1
12.	JSC VTB Bank	2
13.	Mashreq Bank PSC	6
14.	National Bank of Abu Dhabi	1
15.	SBM Bank (Mauritius) Ltd.	4
16.	Standard Chartered Bank	8
17.	State Bank of Mauritius Ltd	1
18.	Sumitomo Mitsui Banking Corporation	5
19.	The Bank of Tokyo-Mitsubishi UFJ, Ltd.	5
20.	The Royal Bank Of Scotland PLC	2
	Sub-Total	**51**
I.	**FOREIGN BANKS (OUTSIDE INDIA)**	
1.	AB Bank Ltd., (Bangladesh)	9
2.	ACLEDA Bank Plc.	3
3.	Administrative Office of President, Afghanistan	1
4.	Afghan National Standards Authority	1
5.	Agrani Bank Limited	2
6.	Al-Arafah Islami Bank Limited	1
7.	Arm Swiss Bank CJSC	1
8.	Attorney General Office, Afghanistan	2
9.	Banco Hipotecario De El Salvador, S.A	2
10.	Banco Popular y de Desarrollo Comunal	1
11.	Bangladesh Bank	181
12.	Bangladesh Institute of Bank Management	8
13.	Bank Asia Ltd.	1
14.	Bank of Baroda Kenya Ltd.	1
15.	Bank of Bhutan Ltd	3

	Organization	No. of Participants
16.	Bank of Ceylon	67
17.	Bank of Ghana	4
18.	Bank of India, Kenya	1
19.	Bank of Tanzania	1
20.	Bank of the Lao PDR	1
21.	Bank of Uganda	9
22.	Bank of Zambia	1
23.	Bank Sohar	1
24.	Belgazprombank, Belarus	1
25.	Bhutan Development Bank Ltd	17
26.	C B Bank	1
27.	Central Bank of Afghanistan	3
28.	Central Bank of Iraq	3
29.	Central Bank of Sudan	1
30.	Central Bank of Syria	1
31.	Chief Executive Office of the Islamic Republic of Afghanistan	1
32.	Citizens Bank International Ltd.	10
33.	Civil Bank Ltd.	10
34.	Commercial Bank of Syria	1
35.	CRDB BANK PLC	1
36.	Da Afghanistan Bank	6
37.	De Afghanistan Brishna Sherkat	2
38.	DFCC Bank PLC	2
39.	Dhaka Bank Ltd	7
40.	Diamond Trust Bank Tanzania Limited	4
41.	Elnilein Bank	1
42.	FEDECREDITO	1
43.	Ghazanfar Bank	3
44.	Government Finance & Economic Development	1
45.	GTBank Gambia Ltd.	1
46.	Hatton National Bank Ltd.	10
47.	High Office of Anti Corruption, Afghanistan	2
48.	Himalayan Bank Ltd.	1
49.	ICFC Finance Limited	7
50.	IDLC Finance Ltd	1
51.	IFIC Bank Ltd.	18
52.	Indo Zambia Bank	1
53.	Infrastructure Development Bank of Zimbabwe	1
54.	Ipak Yuli Bank	1
55.	Janata Bank Limited	154
56.	Janata Bank Nepal Limited	5
57.	JSC Belagroprombank	1
58.	Kendil Micro Finance	1
59.	Kyrgyz Investment and Credit Bank	1
60.	Land Bank of the Philippines	2
61.	Laxmi Bank Ltd	12
62.	Lima Stock Exchange	1
63.	Maldives Monetory Authority	1
64.	Midland Bank	1
65.	Min. of Finance	2
66.	Min. of Finance	2
67.	Ministry of Borders and Tribal Affairs	1
68.	Ministry of Counter Narcotics, Afghanistan	1
69.	Ministry of Economy & Finance, Mozambique	1
70.	Ministry of Economy, Afghanistan	2
71.	Ministry of Education, Afghanistan	2
72.	Ministry of Finance of Kyrgyzstan	1
73.	Ministry of Finance Tunisia	2
74.	Ministry of Finance-Afghanistan	3
75.	Ministry of Higher Education, Afghanistan	2
76.	Ministry of Interior, Afghanistan	2
77.	Ministry of Mines and Petroleum, Afghanistan	1
78.	Ministry of Public Health, Afghanistan	2
79.	Ministry of Transport & Civil Aviation, Afghanistan	1
80.	Ministry of Transport, Afghanistan	1
81.	Ministry of Urban Development and Housing, Afghanistan	1
82.	Mutual Trust Bank Ltd.	6
83.	National Bank Ltd,Bangladesh	1
84.	National Bank of Cambodia	5

	Organization	*No. of Participants*
85.	National Bank of Ethiopia	2
86.	National Bank of Kyrgyz Republic	1
87.	National Bank of Samoa Ltd.	2
88.	National Enviornmental Protection Agency, Afghanistan	1
89.	National Savings Bank, Sri Lanka	5
90.	Nepal Bank Ltd	5
91.	Nepal Federation of Savings & Credit Co-op. Union's Ltd. (NEFSCUN)	1
92.	Nepal Investment Bank Ltd	9
93.	Nepal Rastra Bank	7
94.	Nepal SBI Bank Ltd	3
95.	NIC Asia Bank	7
96.	NMB Bank Limited	26
97.	Office of President's Special Representative for Reform & Good Governance	1
98.	OJSC Agroinvestbank	1
99.	Pan Asia Banking Corporation PLC	2
100.	Pashtany Bank	1
101.	People's Bank	8
102.	People's Own Savings Bank	1
103.	Prime Bank Ltd.	8
104.	Qazkom Bank	1
105.	Rastriya Banijya Bank	2
106.	Renewable Energy Industries Association of Malawi	1
107.	Reserve Bank of Zimbabwe	1
108.	Rupali Bank Ltd.	8
109.	Rural Bank	5
110.	Sanima Bank Ltd	18
111.	Saving and Social Development Bank	1
112.	Sberbank PJSC Operations Center	1
113.	Siddhartha Bank Ltd	14
114.	Small Farmers Agri Co op Ltd	2
115.	Sonali Bank Ltd	2
116.	Srijana Mahila Savings and Credit Co-op. Ltd.	1
117.	Standard Chartered Bank Nepal Ltd	1
118.	Standard Chartered Bank, Bangladesh	3
119.	State Bank of Vietnam	2
120.	State Mortgage & Investment Bank	3
121.	Sumy State University	1
122.	Sunrise Bank Ltd	12
123.	Superintendence of Securities Market	1
124.	Superintendencia de Banca , Seguros y AFP	1
125.	The Bank of the LAO PDR	1
126.	The City Bank Ltd.	3
127.	The First Micro Finance Bank	2
128.	The National Treasury	1
129.	Tojiksodirotbank	1
130.	Tourism Development Bank Ltd., Nepal	4
131.	United Commercial Bank Ltd.	1
132.	Uttara Bank Ltd.	1
133.	Uzavtosanoat-Leasing LLC	1
	Sub-Total	**827**
J.	**OTHER CENTRAL/STATE GOVT. ORGs.**	
1.	Deptartment of Posts	103
2.	Indian Economic Service	28
3.	Indian Statistical Service (ISS)	46
4.	Institute of Co op Mgmt	2
5.	Ministry of External Affairs (ITEC/SCAAP)	1
6.	The Comptroller & Auditor General of India (CAG)	14
	Sub-Total	**194**
K.	**NON-BANKING FINANCE COMPANIES**	
1.	ANZ Support Services India Pvt. Ltd.	2
2.	Axis Finance Ltd.	1
3.	ICICI Securities	1
4.	Madhurima International Pvt. Ltd.	1
5.	National Housing Bank	4
6.	North Eastern Development Finance Corporation Ltd.(NEDFi)	4
7.	Power Finance Corporation Ltd	1
8.	PTC India Financial Services Ltd	1
9.	Royal Sundaram General Insurance Company Limited	1

	Organization	*No. of Participants*
10.	SBI Capital Markets Ltd	2
11.	SREI Equipment Finance Ltd.	1
12.	Sundaram Asset Management Co. Ltd.	1
13.	Sundaram Finance	4
14.	Tashkent State University of Economics	1
15.	United India Insurance Co.Ltd.	1
16.	Utkarsh Microfinance Ltd.	1
	Sub-Total	**27**
L	**OTHER ORGANIZATIONS**	
1.	Accountability State Authority	3
2.	ADDOE, Amity University	1
3.	Agriculture Development Bank	6
4.	Bankers Institute of Rural Development (BIRD)	2
5.	Clearcorp Dealing Systems (I) Ltd	3
6.	CoachVision Educomp Pvt. Ltd.	1
7.	Credit Agricole Corporate & Investment Bank	2
8.	Dackhinkali Women SACCOS	3
9.	Damascus Securities Exchange	1
10.	Deepawati SACCOS	1
11.	ECGC Ltd.	289
12.	Gampaha District Co-op. Council	1
13.	Home Credit India Finance Pvt. Ltd.	1
14.	Indian Banks' Association	2
15.	Indian Institute of Banking & Finance	5
16.	Individual Nomination	1
17.	Individual Nominee	3
18.	Janhit SACCOS	1
19.	Januathan SACCOS	1
20.	Kalgi Saving and Credit Co-operative Ltd.	1
21.	Legal Entity Identifier India Ltd.	2
22.	Mudra Units Development & Refinance Agency Ltd.(MUDRA)	1
23.	Namaste Saving & Credit Co-operative Ltd.	2
24.	Narri Awaj Krishi Co-operative	1
25.	National Co-op. Development Corporation	4
26.	National Co-operative Council of Sri Lanka	4
27.	National Payments Corporation of India	27
28.	National Water Supply & Drainage Board	1
29.	Nawaprayas Saving & Credit Co-operative Ltd.	1
30	Oracle India Pvt. Ltd.	1
31	Renuka International	1
32	Rural Electrification Corpn Ltd	1
33	Safal Saving & Credit Co-operative Ltd.	1
34	Sagun SACCOS	2
35	Sana Kisan Agro Co-operative Ltd.	2
36	Sangam Saving and Credit Co-operative Ltd.	1
37	SAS Institute (India) Pvt. Ltd.	21
38	SBI DFHI Ltd	5
39	Shikhar Saving & Credit Co-operative Ltd.	1
40	Shodshadevi SACOSS	1
41	Shree Ghodaghadi Janpriya Saving & Credit Co-operative Society Ltd.	1
42	Shree Lava Kush SACCOS	1
43	Shree Public SACCOS	1
44	Shreemai Bajrabanahi Saving & Credit Co-operative Ltd.	1
45	Southern India Banks' Staff Traning Collage	1
46	STCI Primary Dealer Ltd.	1
47	Suryoday Saving & Credit Co-operative Ltd., Nepal	1
48	Suvaramva Saving & Credit Co-operative Ltd.	1
49	Swobikash SACCOS	1
50	The Clearing Corporation of India Ltd.	21
51	Triveni SACCOS	1
52	Vietnam Asset Management Company (VAMC)	1
	Sub-Total	**440**

Grand Total Number of Participants 5954

Annexure II

Countrywise Number of Foreign Participants: 2016–17

	Country	*No. of Participants*		*Country*	*No. of Participants*
1.	Afghanistan	43	22.	Mozambique	1
2.	Armenia	1	23.	Myanmar	1
3.	Bahrain	2	24.	Nepal	190
4.	Bangladesh	416	25.	Oman	1
5.	Belarus	2	26.	Peru	3
6.	Bhutan	20	27.	Philippines	2
7.	Brunei Darussalam	2	28.	Russian Federation	1
8.	Cambodia	8	29.	Samoa	2
9.	Costa Rica	1	30.	Sri Lanka	108
10.	Egypt	3	31.	Sudan	3
11.	El Salvador	2	32.	Syrian Arab Republic	3
12.	Ethiopia	4	33.	Tajikistan	4
13	Gambia	1	34.	Tanzania	6
14.	Ghana	4	35.	Tunisia	4
15.	Iraq	3	36.	Uganda	9
16.	Kazakhstan	1	37.	Ukraine	1
17.	Kenya	3	38.	Uzbekistan	3
18.	Kyrgyzstan	3	39.	Vietnam	3
19.	Lao People'S Democratic Republic	2	40.	Zambia	2
20.	Malawi	1	41.	Zimbabwe	3
21.	Maldives	1			

Total Number of Participants 873

Books, Papers/Articles Published and Papers Presented by the Faculty: 2016–17

A. Published Books

1. **Naveen Kumar K** (2016), "Microfinance-plus Services – from Access to Impact: Empirical Evidence from Rural India", published in Book *Changing Contours of Microfinance in India*, edited by Jaydev M and Diatha Krishna Sundar, Published by Routledge India.
2. **Arindam Bandyopadhyay** (2016), "Managing Portfolio Credit Risk in Banks", Cambridge University Press, May 12, 2016.
3. **Gargi Sanati** (2017), "Financing International Trade: Banking Theories and Applications", Published by SAGE Publication, This is a text book in the area of Trade Finance.
4. **Naveen Kumar K** (2017), "Microfinance for Entrepreneurial Development: Study of Women's Group Enterprise Development in India", published in Book, *Microfinance for Entrepreneurial Development Sustainability and Inclusion in Emerging Markets*, Edited by Douglas Cumming, Yizhe Dong, Wenxuan Hou, and Binayak Sen, Published by Palgrave Macmillan.

B. Published Papers and Articles

1. **Arindam Bandyopadhyay** (2016), "Studying Borrower Level Risk Characteristics of Education Loan in India", published in *IIMB Management Review*, Vol. 28, No. 3, September 2016, pp 126-135. It is a B category journal in the ABDC journal quality list.
2. **Arindam Bandyopadhyay & Nandita Malini Barua** (2016), "Factors Determining Capital Structure and Corporate Performance in India: Studying the Business Cycle Effects", published in *Quarterly Review of Economics and Finance (QREF)*, Elsevier, Vol 61, August 2016, pp 160-172. It is a B category journal in the ABDC journal quality list.
3. **Ateeque Shaikh, Saswata Narayan Biswas, Vanita Yadav & Debiprasad Mishra**, "Measuring Fairness in Franchisor-Franchisee Relationship: A Confirmatory Approach", published in I*nternational Journal of Retail & Distribution Management*, Vol. 45, No. 2, 2017 pp 158-176, Emerald Publishing Limited. It is a B category journal in the ABDC journal quality list, ABS ranked 2.
4. **Badrinarayan S Pawa**r (2016), "Workplace Spirituality and Employee Well-being: An Empirical Examination", published in the *Employee Relations*, Vol. 38, No. 6, 2016, pp 975-994. It is a B category journal in the ABDC journal quality list.
5. **Smita Roy Trivedi & Bobby Srinivasan** (2016), "Impact of Central Bank Intervention in The Foreign Exchange Market: Evidence from India Using an Event Study Approach", published in *Economic Papers: Journal of Applied Economics and Policy*, 35 (4), December 2016, pp 389-402. It is a B category journal in the ABDC journal quality list.
6. **K Ramesha & Vijay K Khanna** (2016), "Converting Urban Cooperative Banks into Commercial Banks", published in *Economic & Political Weekly*, Vol. L1, No. 43, October 22, 2016. It is a B category journal in the ABDC journal quality list.
7. **Basri Savitha & Naveen Kumar K** (2016), "Non-Performance of Financial Contracts in Agricultural Lending: A Case Study from Karnataka, India", published in Emerald Insight in Journal, *Agricultural, Finance Review*, Vol. 76, No. 3, 2016, pp 362-377. It is a C category journal in the ABDC journal quality list.

8. **Deepankar Roy & Amarendra Sahoo** (2016), "Payment Systems in India: Opportunities and Challenges", published in *Journal of Internet Banking and Commerce (JIBC)*, Elsevier, Vol. 21, No. 2, April 2016. It is a C category journal in the ABDC journal quality list.
9. **Dhananjay Bapat & Jayanthi Thanigan** (2016), "Exploring Relationship Among Brand Experience Dimensions, Brand Evaluation and Brand Loyalty", published in *Global Business Review*, Sage Publications, Vol.17(6), 2016, pp 1357-72. It is a C category journal in the ABDC Journal quality list.
10. **Dhananjay Bapat, S Sidhartan & C Yogalakshmi** (2016), "An Analysis of Financial Inclusion Initiatives at Odisha Gramya Bank", published in *Emerald Emerging Markets Case Studies*, Vol. 6(3), 2016, pp 1-20. It is a C category journal in the ABDC Journal quality list.
11. **Smita Roy Trivedi & P G Apte** (2016), "Central Bank Intervention in USD/INR Market: Estimating its Reaction Function and Impact on Volatility", published in *Asia-Pacific Financial Markets*, Springer Publication, September 2016, Volume 23, Issue 3, pp 263-279. It is a C category journal in the ABDC journal quality list.
12. **Navneet Kaur** (2016), "Application of Multi Factor Risk Model for Estimating Value-at-Risk in Indian Stock Market", published in *Indian Journal of Economics and Business*, 15(1), 2016, pp 115-133. It is a C category journal in the ABDC journal quality list.
13. **K Srinivasa Rao** (2016), "Consolidation in Public Sector Banks", Published in *Vinimaya*, Vol. XXXVII, No. 2, July-September 2016, pp 5-16.
14. **K Srinivasa Rao** (2016), "Union Budget: Shift in Strategic Approach of Banks", Published in *Indian Banker*, Vol. III, No. 9, IBA, April 2016.
15. **K Srinivasa Rao** (2016), "Talent Management in Public Sector Banks", Published in *Indian Banker*, Vol. IV, No. 4, IBA, November 2016.
16. **K Srinivasa Rao** (2016), "Branchless Banking - A Global Phenomenon", Published in IBA's *Indian Banker*, Vol. III, No. 12, July 2016.
17. **Elizabeth James & Sunder Ram Korivi** (2016), "Interest Rate Futures and Market Structure in India", published in *The Institute of Cost Accountants of India's Research Bulletin*, Vol 42, No.1, April 2016, pp 101-111, ISSN 22309241.
18. **Sunil Bakshi** (2016), "Performance Measurement Metrics for IT Governance", published in the Journal published by ISACA (www.isaca.org), Vol. 6, 2016.
19. **Richa Verma Bajaj**, "Credit Risk Capital Estimation under IRB Approach for Banks in India", *Journal of Quantitative Economics*, Springer Publication. It is a B category journal in the ABDC journal quality list.
20. **Kaushik Mukerjee** (2016), "A Rough Patch (Article on Strategies to be Adopted by PSU Banks in Crisis)", *Indian Management* (Journal of AIMA) Vol. 55 No. 11, November 2016.
21. **Kaushik Mukerjee** (2016),"Cash In (article on Demonetization and Its Implications for Banks)" Co-author, *Indian Management* (Journal of AIMA) Vol. 55 No. 12, December 2016.
22. **Sarita Bhatnagar** (2016), "Banking on Social Media", *The Indian Banker*, Vol.4, Issue 1, August 2016.
23. **Sarita Bhatnagar** (2016), "CRM Applications in Banking", *Jaipuria International Journal of Management Research*, Vol.2, Issue 2, July-December 2016.
24. **S V Kuvalekar** (2016), "Basel Accords and Their Implications on Banking Business", *Vinimaya,* Vol.37, No.3, October-December 2016.

C. Conference Presentations

1. **Dhananjay Bapat** (2016), "Branding Strategies in a New Branch", presented at Conference on Brand Management, on April 16-17, 2016, IIT Delhi.
2. **Dhananjay Bapat** (2016), "Impact of Brand Familiarity on Brand Experience Dimensions of Financial Services Brand", presented at Conference on Brand Management, on April 16-17, 2016, IIT Delhi.
3. **K Ramesha** (2016), Key Note Address, "Banking Sector Reforms – A Forward-looking Perspective", National Conference on 25 years of Financial Sector Reforms: A Look Back and Ahead, Devangere University, Karnataka, April 22-23, 2016.
4. **Naveen Kumar K and Anjan Roy** (2016), "Do Different Business Model of Banks Lending Impact Differently on SHG Members? A Study from India", has been accepted for presentation in 2nd Microfinance and Rural Finance Conference held in Aberystwyth University, UK on July 5-6, 2016.
5. **Kaushik Mukerjee** (2016),"Analytics and Customer Relationship Management - The Game Changers", presented at Customer Service: Business, Risks, Regulation and Technology, College of Agricultural Banking, RBI, August 22-25, 2016.
6. **Kedar nath Mukherjee** (2016), "Impact of Futures Trading on Indian Agriculture Commodity Market", presented at World Finance & Banking Symposium organized by World Finance Conference, exclusively in association with Dubai University for this specific event, held in Dubai, during December 14 - 15 2016.
7. **Sarita Bhatnagar** (2016), "State Bank of India - Quest for Marketing Excellence through Social Media", presented at the 4th ICBM International Case Conference on December 17, 2016, Hyderabad.
8. **Dhananjay Bapat** (2017), "Examining the Role of Advertising in Brand Experience Dimensions: An Experimental Study for Umbrella and Product Brand", has been selected for the 7th IIMA Conference on Marketing in Emerging Economies, Organized by IIM Ahmedabad during January 11-13, 2017.

Annexure IV

Working Papers by the Faculty: 2016–17

1. Impact of Central Bank Intervention on Volatility in Foreign Exchange Markets: A Micro-Structure Approach – *Dr Smita Roy Trivedi*
2. Demystifying the Role of Cooperatives Banks in Financial Inclusion: Study on Emerging Microfinance Business Model from India, (coauthor)
   – *Dr Naveen Kumar K & Dr Sarita Bhatnagar*
3. A Study of Impact of SHG-BLP on Improvement in Access to Sources of Financial Services – *Dr Sarita Bhatnagar*
4. A Study of Impact of SHG-BLP on Improvement in Ownership of Productive Assets – *Dr Sarita Bhatnagar*
5. HDFC Bank: CRM and Analytics Strengthening Marketing – *Dr Sarita Bhatnagar*

Annexure V

Institute Personnel 2016-17

Dr Achintan Bhattacharya	**Director**
Faculty	**Areas of Interest**
Shri Sunil Bakshi	IT Governance, Information Security, Audit & Risk Management
Dr Arindam Bandyopadhyay	Finance; Credit Risk; Corporate Financing Pattern
Dr U A Balasubramanian	HRM and Rural Banking
Shri Rajiv Abhyankar	Planning & Development in International Banking, International Trade & Finance, Fixed Income & Money Markets, Foreign Exchange
Dr Dhananjay Bapat	Bank Marketing; Marketing Strategies; Brand Management
Prof Sanjay Basu	Fixed Income Portfolio Management; Market Risk Management; Asset-Liability Management; Applied Contract Theory; Game Theory
Dr Sarita Bhatnagar	Marketing Management; Marketing of Banking Services; General Management; Customer Relationship Management; Service Quality Management
Prof Tasneem Chherawala	Finance
Dr Samar K Datta	Micro-economics, Institutional Economics, Contracts and Negotiations Stakeholder Cooperation, Trade and Competitiveness, Natural Resources Management, Credit, Micro Credit and Micro Insurance
Dr Elizabeth James	Corporate Finance; Working Capital Management; Credit Analysis and Management
Prof Navneet Kaur	Corporate Finance, Financial Accounting, Bank Risk Management
Shri Jayant Keskar	Money, Banking and International Finance
Dr Vijay K Khanna	Financial Accounting; Risk Based Auditing; Corporate 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
Shri Rajesh Mahajan	Credit and Risk Management
Dr M Manickaraj	Equity Investment Management; Credit Analysis; Financing SMEs; Carbon Finance
Dr Jiji T Mathew	Central Banking and Monetary Policy; Macroeconomic and Financial Market Linkages; Global Financial Markets; Financial Crisis
Dr Deepa Mazumdar	Leadership and Team building; Communication and Listening Skills; Mentoring; Coaching and Counselling; OD and Psychological Assessments
Dr Kedar nath Mukherjee	Finance; Fixed Income Markets; Market Risk; Financial Derivatives
Dr Kaushik Mukerjee	Strategic Management, Corporate & Business Strategy, Customer Focus, Product & Brand Management, CRM
Dr G Nagaraju	Monetary Economics; Macro-Econometric Modelling; International Finance
Shri 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
Shri B A Prabhakar	Treasury and Credit
Dr K Ramesha	Small and Medium Enterprises; Retail Banking
Shri Narayanaswamy Ramani	Corporate Banking, Infrastructure Financing, Management of Bank Lending, NPA Management, Marketing of Credit Products General Banking
Prof Ateeque Shaikh	Distribution Channels, Relationship Marketing, Franchising, Rural Marketing, Cooperatives and Producer Companies
Dr K Srinivasa Rao	Micro & Macro Economics, Global Economy, Strategic Planning, Business & Operation Strategy for driving business growth in banks, Leadership Dimension in Managing Banks and Corporate Governance
Prof Anjan Roy	Strategic Planning, Management and Control; Corporate Strategy; Industry Analysis; Organizational Structure; Business Process Analysis; Knowledge Creation and Management
Dr Deepankar Roy	Information Technology; Payment Systems; Operations Research

Dr Smita Roy Trivedi	International Banking; Measurement of Bank Profitability; Central bank Intervention in Foreign Exchange Markets; Financing International Trade
Dr Asish Saha[@]	Finance
Dr Gargi Sanati	Macrofinance; International Trade Finance; Foreign Exchange Market; Exchange Arithmetic; Forex Derivatives, Forex Trading
Shri D Sarkar	Banking and Finance
Dr Shomi Srivastava	Human Resource Management; Organizational Behaviour
Prof Kalyan Swarup	Strategic Management; Marketing Management & Service Quality Management
Dr Ashutosh Kumar Tripathi	Agriculture Economics, Micro Finance, Agriculture Labour Market Food Security Livelihood
Dr Alka Vaidya	Data Warehousing; Business Intelligence
Dr Richa Verma Bajaj	Risk Management (Credit and Operational Risk); Credit Management

Administrative Support Personnel

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

Medical Team

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

@ On Leave with Lien

Visits Abroad by Faculty Members: 2016–17

1.	Dr S V Kuvalekar	:	**Sri Lanka** Promotion of NIBM programmes in Central Bank of Sri Lanka April 11-13, 2016
2.	Dr Achintan Bhattacharya	:	**Bangaladesh** Promotion of NIBM programmes in Dhaka May 7-11, 2016
3.	Dr Kaushik Mukerjee	:	**Bangaladesh** Promotion of NIBM programmes in Dhaka May 7-11, 2016
		:	**Frankfurt** Dual country programme on Leadership for Excellence in Banking & Finance July 30-August 7, 2016
4.	Dr Alka Vaidya	:	**Bangaladesh** Promotion of NIBM programmes in Dhaka May 7-11, 2016
5.	Dr Anjan Roy	:	**Bangaladesh** Promotion of NIBM programmes in Dhaka May 7-11, 2016
6.	Dr K Srinivasa Rao	:	**Bangkok, Thailand** Lecture delivered on Asian Institute of Technology May 11-16, 2016
7.	Dr Naveen Kumar	:	**London, UK** International Conference on Microfinance & Rural Financ in Aberystwyth University UK July 4-6, 2016
8.	Dr B S Pawar	:	**Colombo, Sri Lanka** Enhancing bank employee performance and well being through leadership justice support & spirituality August 7-11, 2016
9.	Dr Gargi Saniti	:	**Dubai** Star Performance of Central bank of India October 16-20, 2016
10.	Dr Deepankar Roy	:	**Dubai** Star Performance of Central bank of India October 21-23, 2016

Conferences, Seminars and Programmes Attended in India by Faculty Members: 2016–17

1.	Dr Achintan Bhattacharya	:	**Kolkata** Invited by Calcutta Management Association (CMA) for Calcutta Management Summit 2016 as Guest of Honour. August 3, 2016
			Kolkata Banking System: Current State of Play, organised by Confederation on Indian Industry (CII) at Colloquium Banking on the Future : Vision 2020 September 16, 2016
			Delhi Attended and Presented an article in Special Commemorative Issue of 19th JRD Tata Memorial Lecture organised by ASSOCHAM October 7, 2016
			Delhi International Conference on Corporate Governance : Retrospect and Prospects, Delhi - Organised by Institute of Management Studies, Ghaziabad. February 12, 2017
2.	Dr K Ramesha	:	**Hyderabad** Seminar on Banking Technology for Directors on Bank Boards, IDRBT, Hyderabad September 26-27, 2016
		:	**Bangalore** Programme for Non-Executive Directors on the Boards of Commercial Banks, CAFRAL, Bangalore November 29-30, 2016
		:	**Pune** National Conference on Emerging Trends in Management Research and Practice, International Institute of Management Studies (IIMS), Pune February 11, 2017
3.	Dr Deepankar Roy	:	**Mumbai** Cyber Security Conference 2016 May 17, 2016
4.	Dr Alka Vaidya	:	**Mumbai** Cyber Security Conference 2016 May 17, 2016

5. Shri Sunil Bakshi	:	**Mumbai** 4th Secure Banking Conclave May 17, 2016
	:	**Mumbai** Pan Conference November 17-19, 2016
	:	**Mumbai** IFC Conclave December 2, 2016
6. Dr Dhananjay Bapat	:	**Delhi** Conference at IIT Delhi April 16-17, 2016
	:	**Chennai** Paper presentationi in International Conference on financial Markets & Corporate Finance Organized by IIT Chennai August 12-13, 2016
	:	**Ahmedabad** Paper presentation in 7th IIMA Conference on Marketing in Emerging Economics 2017 January 10-14, 2017

Annexure VIII

Member Banks and Associate Member Banks/Institutions

Member Banks

A. Reserve Bank of India

B. State Bank of India

C. Nationalized Banks

1. Allahabad Bank
2. Andhra Bank
3. Bank of Baroda
4. Bank of India
5. Bank of Maharashtra
6. Canara Bank
7. Central Bank of India
8. Corporation Bank
9. Dena Bank
10. Indian Bank
11. Indian Overseas Bank
12. Oriental Bank of Commerce
13. Punjab National Bank
14. Punjab & Sind Bank
15. Syndicate Bank
16. UCO Bank
17. Union Bank of India
18. United Bank of India
19. Vijaya Bank

D. Foreign Banks in India

1. Hongkong & Shanghai Banking Corpn. Ltd.

Associate Member Banks/Institutions

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

Statement of Accounts for the Year 2016–17

National Institute of Bank Management

Kirtane & Pandit LLP – Chartered Accountants

Pune /Mumbai/Nashik/Bangaluru/Hyderabad
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

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, 2017**

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. 779.53 lakh 4.63 lakhs written off during the year as the same was no more receivable.
(i)	Whether tenders were invited for repairs or construction involving expenditure exceeding Rs. 5,000/-	Tenders are generally invited for repairs & 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

(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 service tax per month. According to explanation given to us, the Institute has made an application to the Charity Commissioner for granting permission and the same is awaited.
(l)	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 11/01/2017

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
M.No.117309

Pune, October 24, 2017

Notes to Auditor's Report for the year ended March 2017

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. 7,79,53,412, and should expedite the process of recovery.
3. We invite your attention to 'Note No. 11 (a) of Schedule 9, Notes to Accounts, wherein the institute has received demand order for Assessment year 2009-10 to 2014-15. The institute has filed appeal with various income tax authorities. Provision against the some has not been made in the books of accounts.

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

Sr. No.	*A.Y*	*Demand Served for Rs.*	*Current Status*
1.	2009-10	2,29,88,954	Final hearing of the cross objection by NIBM against the cross appeal filed by the ADIT with the Appellate Tribunal is over. Order awaited.
2.	2010-11	3,30,55,710	Final hearing before the Income Tax Appellate Tribunal is over. Order awaited.
3.	2011-12	1,95,15,391	Final hearing before the Income Tax Appellate Tribunal is over. Order awaited.
4.	2012-13	2,31,24,690	Final hearing before the Income Tax Appellate Tribunal is over. Order awaited.
5.	2013-14	Order treating an amount of Rs. 5,69,87,150/- as business income received.	Appeal filed with the CIT(A). 15% of the demand paid in view of partial modification of instruction no. 1914.
6.	2014-15	97,57,040	Appeal filed with the CIT(A). 15% of the demand paid in view of partial modification of instruction no. 1914.
7.	2015-16		Assessment Proceedings u/s 142 initiated
8.	2016-17		Assessment Proceedings u/s 143 (2) initiated
9.	2008-09		Assessment reopened

4. We invite attention to note no 11(b) of Schedule 9, Notes to Accounts, wherein the institute has stated that service tax authorities have demanded service tax on training fees amounting to Rs. 358.39 lakhs for the period from 01.10.2003 to 30.09.2008. The CESTAT west zonal bench, vide order dated July 12, 2013 for the period under consideration, restricted the demand to the normal period of limitation i.e. October 2007 to September 2008 after abatement towards amount levied for boarding and lodging expenses. The institute has filed an appeal against this order with Honorable Bombay High Court. The appeal has been admitted & pending for disposal. Depending on the decision of the Court, the Institute may require to pay the said amount along with interest due thereon.

   The institute received an order from the Principal Commissioner, Service Tax Commissionerate Pune, for the period October 2008 to June 2012 dropping the demand of Rs. 447.24 lakhs with consequential benefit as regards to interest and penalty. Penalty of Rs. 0.50 lakhs was levied and paid by NIBM. The department has since filed a memorandum of appeal against the above order.
5. We invite your attention to note no 12 of Schedule 9, Notes to Accounts, wherein land (admeasuring 4755 sq. mtrs. In Survey No. 22/2B) was forcibly Encroached and illegally occupied by the adjoining landlord. This has been in dispute in Pune District Court. 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 through law firm M/s Udwadia & Co. in March 2016. Since then this application has been admitted.

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

Sd/----------
PARAG PANSARE
PARTNER
M.No.117309
Pune, October 24, 2017

As at 31.03.2016	*Funds & Liabilities*	*Schedule*	*As at 31.03.2017*	
Rs. P.			Rs. P.	Rs. P.
	NIBM Trust/Corpus Fund			
1,000,000	Balance as per last Balance Sheet	Refer note to Accounts	1,000,000	
–	Add: Transferred from General Fund		410,000.000	
–	Add: Interest allocated during the year		6,693,523	
–	Less: Transferred to General Fund		310,000,000	
1,000,000				107,693,523
	General Fund			
786,703,588	Balance as per last Balance Sheet		849,751,670	
79,856,480	Add : Surplus during the year transfered from Income & Expenditure		67,845,799	
	ADD: TRANSFERRED FROM	Refer note to Accounts		
–	Fund - Associate Membership		3,401,107	
–	House Furnishing and Conveyance Fund		2,911,191	
–	Prajnan Fund		–	
–	NIBM Corpus Fund		310,000,000	
866,560,068	**Total of General Fund**		1,233,909,766	
	LESS: TRANSFERRED TO	Refer note to Accounts		
1,000,000	Employees' Welfare Fund		457,737	
–	Sinking Fund for Depreciation		50,000,000	
–	NIBM Publication Fund		9,849,020	
–	PGDM Fund		6,369,907	
–	Salaries Revision Fund		12,500,000	
–	NIBM Corpus Fund		410,000,000	
–	Provisioning for Digital Certification		5,000,000	
808,398	Prajnan Fund		–	
15,000,000	7th CPC Provisioning		–	
–	Sinking Fund for Depreciation		22,138,860	717,594,242
849,751,670				
	Fund - Associate Membership			
3,401,107	Balance as per last Balance Sheet		3,401,107	
–	Less: Transferred to General Fund	Refer note to Accounts	3,401,107	
3,401,107				
	House Furnishing & Conveyance Fund for Employees			
2,753,036	Balance as per last Balance Sheet		2,845,940	
18,340	Add: Interest Received from staff members during the year		10,378	
134,564	Add: Principal Received during the year		54,873	
60,000	Less: Loans Advanced during the year		–	
2,845,940			2,911,191	
–	Less: Transferred to General Fund	Refer note to Accounts	2,911,191	
2,845,940				
856,998,716	c/f			825,287,765

Accounts
Bank Management
as at 31st March, 2017

As at 31.03.2016	*Properties & Assets*	*Schedule*	*As at 31.03.2017*	
Rs. P.			Rs. P.	Rs. P.
127,686,926	**Fixed Assets**	1		141,045,766
10,962,154	**Capital Work in Progress**			10,968,224
	Investments 2735.028 units under UTI Balanced Fund			
66,562	(*Note :* 2735.028 units valued at NAV of Rs. 30,1480 /unit)		82,456	82,456
	Current Assets, Loans & Advances			
756,447	Furnishings	2	1,182,502	
363,223,018	**Other Current Assets (Outstanding Income)**	3	439,364,599	
143,006	Advances : Employees		256,811	
2,156,510	: Others		537,930	
3,067,500	: Scholarship		2,660,000	
2,558,961	Other Deposits		2,630,321	
–	Income Tax Paid under Protest		4,723,556	
6,459,234	Prepaid Expenses		6,283,882	
169,759	Stock of Books at Cost		137,082	
341,889	Stock of Paper, Art Cards, Transparencies and Comb Spirals		226,698	
105,073,281	Tax Deducted at Source		135,201,722	
8,400	Service Tax Paid on Input Services		53,466	
483,958,005				593,258,569
622,673,648	c/f			745,355,014

As at 31.03.2016	*Funds & Liabilities*	*Schedule*	*As at 31.03.2017*	
Rs. P.			Rs. P.	Rs. P.
856,998,716	b/f			825,287,765
	Fund-Upgradation of NIBM			
533,421,644	Balance as per last Balance Sheet		568,289,534	
37,422,945	Add: Interest on Deposits		38,936,138	
–	Add: Transferred from Campus Development Fund		87,881,745	
2,555,055	Less: Depreciation on Assets		–	695,107,418
568,289,534				
	Employees' Welfare Fund			
1,003,000	Balance as per last Balance Sheet		1,003,000	
–	Add: Contribution received during the year		93,800	
–	Add: Interest allocated during the year		66,471	
–	Add: Transfer from General Fund		457,737	
–	Less: Payments made during the year		70,000	1,551,008
1,003,000				
	Sinking Fund for Depreciation			
–	Transfer from General Fund	Refer note to Accounts	50,000,000	
–	Add: Depreciation on Assets during the year		22,138,860	
–	Add: Interest allocated during the year		3,313,625	75,452,485
–				
	NIBM Publications Fund			
–	Transfer from General Fund	Refer note to Accounts	9,978,492	
–	Add: Transfer from Journal Prajnan Fund		14,467,259	
–	Add: Interest allocated during the year		1,630,087	26,075,838
–				
	PGDM Fund			
51,129,796	Opening Balance		54,714,934	
3,585,138	Add: Interest on Deposit		3,585,343	
–	Add: Transferred from General fund	Refer note to Accounts	6,369,907	
54,714,934			64,670,184	
–	Less: Merit-cum-Means Loan Scholarship		300,000	64,370,184
54,714,934				
	Salaries Revision Fund			
–	Add: Transferred from General Fund	Refer note to Accounts	12,500,000	
–	Add: Interest allocated during the year		828,406	13,328,406
–				
1,481,006,184	c/f			1,701,173,104

Accounts
Bank Management
as at 31st March, 2017

As at 31.03.2016	*Properties & Assets*	*Schedule*		*As at 31.03.2017*
Rs. P.			Rs. P.	Rs. P.
622,673,648	b/f			745,355,014
	Cash & Bank Balances			
68,139	A) Cash & Stamps on Hand			
	(i) Cash in Hand		16,459	
	(ii) Postal Stamps		72,396	
4,255,794	B) In Current Accounts with Banks		6,846,478	
2,103,613	C) In Current Accounts with Banks (Earmarked for various Funds per contra)		2,013,902	
13,873	D) In Current Accounts with Banks (Earmarked for Campus Development Fund)		13,241	
	E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)			
555,275,920	General Fund	545,331,576		
68,708,320	Leave Encashment Fund	48,965,422		
16,947,472	Prajnan Fund	–		
20,253,665	Associate Membership	–		
53,944,950	PGDM Fund	35,622,231		
5,542,637	Campus Fund	–		
383,494,885	Fund – Upgradation of NIBM	386,850,654		
–	NIBM Corpus Fund	66,503,611		
–	NIBM Publication Fund	16,195,757		
–	Salaries Revision Fund	8,230,645		
–	Employees' Welfare Fund	660,427		
–	Sinking Fund for Depreciation	32,922,580	1,141,282,903	1,150,245,468
1,104,167,849				
1,733,282,916				
1,733,282,916	c/f			1,895,600,483

As at 31.03.2016	*Funds & Liabilities*	*Schedule*	*As at 31.03.2017*	
Rs. P.			Rs. P.	Rs. P.
1,481,006,184	b/f			1,701,173,104
	Campus Development Fund			
43,623,353	Balance as per last Balance Sheet		53,632,353	
19,923,731	Add: Contribution received from Member Banks		34,249,392	
3,058,943	Add: Interest on Campus Fund Deposits for the year		–	
66,606,027			87,881,745	
12,973,674	Less: Depreciation on Campus Assets	1	–	
53,632,353			87,881,745	
–	Less: Transferred to NIBM Upgradation Fund	Refer note to Accounts	87,881,745	
53,632,353				
	Journal Prajnan			
13,788,333	Balance as per last Balance Sheet		14,596,731	
808,398	Add: Transferred from General Fund		–	
14,596,731			14,596,731	
–	Less: Transferred to NIBM Publications Fund	Refer note to Accounts	14,596,731	
14,596,731				
	Leave Encashment Fund			
68,708,320	Opening Balance		74,364,497	
3,630,679	Add: Provision for contribution during year		11,101,435	
4,819,940	Add: Interest received during the year		4,928,322	
2,794,442	Less: Payments made during the year		6,452,993	83,941,261
74,364,497				
	Current Liabilities and Provisions			
33,774,953	For Expenses		39,112,934	
1,500,000	For Doubtful Debts		1,500,000	
4,795,766	For Other Deposits		7,497,123	
24,208,602	For Income Received in Advance		9,426,332	
335,428	For Tax Deducted at Source & other Taxes		2,881,328	
66,401	For PG Student Conclave		66,401	
45,000,000	For 7th CPC pay revision		45,000,000	
2,000	For PGDM Loan Scholarship Fund		2,000	
–	For Digital Certification		5,000,000	110,486,118
109,683,150				
1,733,282,916				1,895,600,483

Significant Accounting Policies 9

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

sd/-
K L Dhingra
(Director)

Pune
Date :

Accounts
Bank Management
as at 31st March, 2017

As at 31.03.2016	*Properties & Assets*	*Schedule*	*As at 31.03.2017*
Rs. P.		Rs. P.	Rs. P.
1,733,282,916	b/f		1,895,600,483
1,733,282,916			1,895,600,483

sd/-
Soni P Philip
(Chief Administrative Officer)

sd/-
Anagha Kotwal
(Accounts Manager)

Year ended 31.03.2016	*Expenditure*	*Schedule*	*Year ended 31.03.2017*	
Rs. P.			Rs. P.	Rs. P.
31,089,838	Expenses in Respect of Properties	6		33,740,051
66,366,703	Establishment Expenses	7		78,341,798
	Auditor's Remuneration			
67,350	Audit Fees		65,000	
10,650	In other Capacity (Provident Fund)		10,000	75,000
78,000				
16,691,479	Depreciation	1	20,890,552	
783,722	Write-off on Furnishing	2	1,248,308	
17,475,201			22,138,860	
12,973,674	*Less :* Depreciation on Campus Assets Met out of Campus Development Fund		–	
2,555,055	*Less :* Depreciation on ITP Assets & Refurbishment of Hostel I to IV		–	22,138,860
1,946,473				
114,513,874	Expenditure on Objects of the Trust – (Educational)	8		130,232,333
2,589	Depreciation of UTI Bonds			–
419,475	Assets Written off			–
–	Bad Debts			462,965
–	Provision for Income not received			17,183,865
79,856,480	Surplus Transferred to General Fund			67,845,799
294,273,432				350,020,671

Significant Accounting Policies 9

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

sd/-
K L Dhingra
(Director)

Pune
Date :

Bank Management
for the Year Ended 31st March, 2017

Year ended 31.03.2016	*Income*	*Schedule*	*Year ended 31.03.2017*	
Rs. P.			Rs. P.	Rs. P.
61,201,124	Interest – FDR/SDR/Other Instrument			61,989,898
	Contributions from			
17,869,889	Ordinary Member Banks	4		19,174,358
1,700,000	Associate Member Banks/Financial Institutions	5		1,700,000
169,440	Maintenance Charges			169,440
152,836	Miscellaneous Income			256,832
–	Appreciation of UTI Bonds			15,893
1,518,521	Forex Gain or Loss			–
	Fees Income			
163,307,344	Training Programme		204,520,712	
39,763,893	PGDM		58,684,654	263,205,366
203,071,237				
7,397,969	Sponsored Research			3,237,884
	Income from Publications			
38,496	Books		72,864	
1,063,478	Journal Prajnan		113,025	
90,442	House Journals		85,111	271,000
1,192,416				
294,273,432				350,020,671

sd/-
Soni P Philip
(Chief Administrative Officer)

sd/-
Anagha Kotwal
(Accounts Manager)

NIBM Journals

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*

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

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

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

Subscription Rates:

One Year – Rs. 225.00
Two Years – Rs. 375.00
Three Years – Rs. 550.00

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

NIBM Foundation Day 2016
September 24, 2016



Dignitaries on the Dias L-R : Dr Achintan Bhattacharya, *Director*, NIBM, Shri Chandra Shekhar Ghosh, *Managing Director & Chief Executive Officer*, Bandhan Bank, Dr R A Mashelkar, *Chairman,* National Innovation Foundation and *President*, Global Research Alliance, Pune, and Dr K Ramesha, *Dean Research & Consultancy*, NIBM



Felicitation of the Dignitaries



Foundation Day Lecture by the Chief Guest, Dr R A Mashelkar *Chairman,* National Innovation Foundation and *President*, Global Research Alliance, Pune



Guest of Honour, Shri Chandra Shekhar Ghosh, *Managing Director & Chief Executive Officer*, Bandhan Bank addressing the August Gathering



Shri Vineet Kumar Jain, Bank of Baroda Apex Academy, Ahmedabad, Winner of the First Prize in Case Writing Competition 2016



L-R: Ms Medha Thakur, Mrs Rajashree Phansalkar, Shri Dilip Dhamankar, NIBM Staff Felicitation on completion of 25 years of dedicated service at NIBM

Thirteen Post Graduate Diploma in Management (Banking & Financial Services) Convocation (2015-17 Batch) April 8, 2017



Felicitation of
Shri S S Mundra, *Deputy Governor*, Reserve Bank of India by
Dr Achintan Bhattacharya, *Director*, NIBM



Dignitaries on the Dias
L-R; Dr K Ramesha , *Dean Research & Consultancy*, NIBM,
Dr Achintan Bhattacharya, *Director*, NIBM,
Shri S S Mundra, *Deputy Governor*, Reserve Bank of India, and,
Shri R P Marathe, *Managing Director & Chief Executive Officer*,
Bank of Maharashtra



Student receiving Gold Medal in the presence of
Shri S S Mundra, *Deputy Governor*, Reserve Bank of India



Release of the Compendium of the Published Articles by NIBM Faculty



Gold Medal Winners (Batch 2015-17)