National Institute of Bank Management
Pune

1969-2019
50
NIBM
Golden Jubilee Year

ANNUAL REPORT
2018 – 19



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(as on March 31, 2019)

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National Institute of Bank Management
Pune

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

Annual Report

2018–19

National Institute of Bank Management

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Director's Message...



The banking sector has been witnessing significant challenges in the last few years. The problem of rising NPAs and consequent higher provisioning has depressed the profitability and lending capacity of the sector for a period of over two years. However, at present the banking sector is on course to recovery as the afflicting non-performing assets recede and many banks are reporting improved financial performance. Since the banking sector plays a very important role in the economic growth of the country, there is imminent need to ensure that its capacity to deliver services continuously evolve, strengthen and respond to the developments in the economy. In this context, there is urgent need for executives in important banking positions, to be trained and equipped with knowledge, skill and aptitude to address these challenges most appropriately.

The National Institute of Bank Management (NIBM), has continually strived to support and enable the banking industry meet its challenges through its mandate of training, education, research and consulting. The institute offers various training programmes in different functional areas of banking from basic to advanced levels, while adding many new relevant ones in view of the current challenges faced by the industry.

Training

In 2018-19, NIBM conducted total 192 training programmes, attended by 3922 bank executives, of which 1064 were from around 153 banks and financial institutions spread across 52 developing countries in South East and Central Asia, Africa, Middle East and Latin America. These programmes include 128 institutional offerings on several business and functional areas covering recent developments such as Insolvency and Bankruptcy Code, Prompt Corrective Action, IFRS Implementation, IT and Cyber Security, Supervision and Risk Management, etc.

The institute conducted 64 in-company or customized programmes for various banks and financial institutions including some for banks in Bhutan, Bangladesh, etc. Customized programmes were organised for Sonali Bank, Bangladesh and Bangladesh Bank (Central Bank of Bangladesh), Bangladesh Foreign Exchange Dealers' Association (BAFEDA), Bhutan Development Bank, and People's Bank, Sri Lanka at NIBM Campus, Pune. This year, NIBM has conducted five international programmes under Indian Technical and Economic Cooperation (ITEC) scheme attended by 134 participants from countries like south Asian region, Middle East and African continent.

PGDM Education Course

During 2018-19, the batch strength of the PGDM (Banking and Financial Services) course was increased to 120 which is the level approved by the AICTE. In this year, 88 students of the 2nd year batch passed out and were recruited by many private sector banks, consulting firms, rating agencies, small finance banks, global tech giants and NBFCs. Reputed organizations such as Axis Bank, Catholic Syrian Bank, Federal Bank, HDFC Bank, HSBC Global/ Technology, ICICI Bank, KPMG, Royal Bank of Scotland, South Indian Bank, Surya Software Systems, CARE Ratings, Wipro Technologies, IDFC Bank, The Clearing Corporation of India, PNB Gilts, Accenture, Airtel Payments Bank, CFM Asset Reconstruction, ICRA, Fincare Small Finance Bank, AEON Credit Service India, and Kudos Finance and Investment, participated in the placement process.

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. 16.00 lakh and Rs. 9.95 lakh respectively.

Research and Consultancy

In this year, NIBM provided valued research and consultancy service to banking and financial sector organizations for addressing various emerging or challenging issues in their day to day functioning. The institute has completed six assignments in the areas of risk management, finance and audit, rural development and human resource management. These assignment are as follows: Validation of Framework, Systems and Models used in Risk Management Department of Allahabad Bank and for Syndicate Bank, Review of Internal Audit System and Audit Procedures of Punjab National Bank, Impact Study for Lifelong Learning for Farmers for Commonwealth of Learning (CoL), Project on Weighted Average Cost of Capital (WACC) for Indian Telecom Service Sector assigned by Telecom Regulatory Authority of India (TRAI) and Internal Promotion Exercise for Middle Level Executives of Andhra Pradesh State Financial Corporation (APSFC).

E-Certification Courses

In the last year 2017-18, NIBM added the online certification courses to its capacity building initiatives. As per the mandate of the Reserve Bank of India (RBI), to banks and financial institutions, the need to enhance capacity was stressed by ensuring their executives and managers undergo certification courses in four areas viz., Credit Management, Risk Management, Treasury Management and Accounts and Audit. NIBM launched these courses on September 30, 2017. These were subsequently followed up by other courses on Retail Credit Management and Credit Management for Small Finance Banks. The institute has also introduced a course on 'Banking Operations Management' for Payment Banks and is now successfully running seven e-certificate courses.

The courses have been designed to be blended with a mix of online and classroom learning. The on-line component is based on the open-source platform `Moodle' which provides the participants all the course material including practice quizzes to study at their own pace. Classroom learning experience is provided through video-based sessions, which are also provided on the Moodle platform. An extensive system for evaluation has been set up for obtaining the certification by participants. Evaluation comprises of several stages of Module tests, Assignments and a Final Exam. The total enrollments including individual registrations and nominations during the year 2018-19 were 2931 which were received from 71 organizations such as public sector banks, private sector banks, foreign banks, small finance banks and financial institutions. Out of these enrollments 1727 have completed the course. Since the inception of the courses, 2484 participants, out of a total enrolled 4136, have completed and received their certification.

With increase in number of international participants year after year, NIBM is also gaining the status of a preferred destination for training and capacity building for the banks/FIs from Asian, African and East European and Latin American countries.

NIBM has reached the milestone of completing 50 years and is going to celebrate the golden jubilee this year. We have a rich heritage of 50 years of glorious service to the Indian banking and financial sector. We shall continue to strive to provide a solid foundation in management of banking and financial services sector with our proven expertise in the domain.

– Dr K L Dhingra
Director

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Introduction

Introduction

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

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

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

Education

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

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

Keeping in mind the expectations of the banking system, the Institute repositioned PGPBF to two-year course from 2009-10 onwards with an enhanced academic inputs and deeper specialization in banking and finance.

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

In all fifteen batches numbering 821 students have since passed out from the Post-Graduate Programme successfully and all of them are well placed in banks and financial institutions. The PGDM 2017-19 batch consisted of 88 students.

The Convocation of the 2017-19 batch for the award of the diploma and presentation of merit awards was held on June 8, 2019. Shri Shaktikanta Das, Governor, Reserve Bank of India and Chairman, NIBM Governing Board, presided over the convocation and delivered the Convocation Address and also presented each of the top five meritorious students of the 2017-19 batch a Gold Medal for Academic Excellence.

Five NIBM member banks had sponsored the following gold medals:

1. The Bank of Baroda Gold Medal for Academic Excellence to Mr Amrit Tayal
2. The Canara Bank Gold Medal for Academic Excellence to Ms Kothari Aparna Ashok
3. The Union Bank of India Gold Medal for Academic Excellence to Ms Aparna Lakshmy B
4. The Indian Bank Gold Medal for Academic Excellence to Ms Komal Bapna
5. The Bank of Maharashtra Gold Medal for Academic Excellence to Ms Dutta Jayshree Abhijit

NIBM continued the tradition of 100 per cent placement and all the eighty eight students in the PGDM (2017-19) batch were placed. Twenty Two organization that includes, banks, financial institutions, consultants and IT companies recruited from the campus. They are:

Axis Bank, Catholic Syrian Bank, Federal Bank Limited, HDFC Bank, HSBC Global/Technology, ICICI Bank Ltd., KPMG, Royal Bank of Scotland, South Indian Bank, Surya Software Systems, Care Ratings, Wipro Technologies, IDFC Bank, The Clearing Corporation of India Ltd., PNB Gilts Limited, Accenture, Airtel Payments Bank, CFM Asset Reconstruction Pvt. Ltd., ICRA Limited, Fincare Small Finance Bank Ltd., AEON Credit Service India Private Ltd., and Kudos Finance and Investment Pvt. Ltd.

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.16.00 lakh and Rs. 9.95 lakh respectively.

Training: Executive Development Programme (EDP)

The training calendar of the Institute for the academic year 2018-19 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 2017-18 and 2018-19.

Sr No	*Particulars*	*April 2017 to March 2018*	*April 2018 to March 2019*
1.	No. of Institutional Programmes	116	128
2.	No. of Sponsored/Incompany Programmes	73	64
	Total	**189**	**192**
3.	No. of Participants	4792	3922
	(a) Institutional Programmes (Indian)	2253	1951
	(b) Institutional Programmes (Foreign)	221	326
	(c) Sponsored/Incompany Programmes	2318	1645
4.	Training Revenue Income in Rs. (crores)	19.63	19.50

Note: Revenue includes online certification courses fee also.

Research and Consultancy

In 2018-19 NIBM Faculty undertook and completed one research project and three projects are in progress.

The completed research project is funded by RBI scholarship for faculty members from academic institution 2018. The project titled "Approaches of Operational Risk Capital Charger Computation: Transition from Basel II to Basel III".

The research projects in progress are:

(a) Corporate Finance in India: An Overview.

(b) Emerging Challenges in Banking and Role of Training System.

(c) Demand for Bank Short-Term Credit from Indian Manufacturing Sector: A Panel Data Analysis.

During the year under review the institute has successfully completed four consultancy projects *viz:*

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

(b) Review of Internal Audit System and Audit Procedures of Punjab National Bank.

(c) Validation of Framework, Systems and Models used in Risk Management Department of Allahabad Bank.

(d) Internal Promotion Exercise of Executive and Officers of APSFC.

There are two consultancy projects which are in progress *viz:*

(a) TRAI Project on Weighted Average Cost of Capital For Indian Telecom Service Sector

(b) Validation of Framework, system and Models used in Risk Management Department of Syndicate Bank.

A "Compendium of Published Papers, Books and Articles" of NIBM Faculty Members was released by Shri Shaktikanta Das, Governor, Reserve Bank of India, on the occasion of the fifteenth Convocation of the PGDM had on June 8, 2019. The Compendium volume contained five research papers that were published in ABDC accredited journals under A & C category. Two articles and one case study are published in other journals.

The 49th NIBM Foundation Day (September 24, 2018) was celebrated at the NIBM Campus with the release of the MY STAMP of denomination of Rupees Five. My STAMP was released by the dignitaries, the Chief Guests of the Day – Dr Bharat Vatwani, the winner of Magsaysay Award 2018, Shri Ashok Lavasa, Hon. Election Commissioner of India and Col. S F H Razvi, Post Master General, Pune Region.

Dr Vatwani, in his soul-stirring speech, spoke passionately, about the need to be compassionate, and contribute in a meaningful resettlement of the mentally challenged people.

NIBM ushered in the 50th Golden Jubilee Year and has plans to celebrate in a most apt way.

Research Projects: April 2018 – March 2019

A. Research Projects Completed

I. Finance

1. ***RBI Scholarship for Faculty Members from Academic Institutions, 2018, on the topic titled, Approaches of Operational Risk Capital Charge Computation: Transition from Basel II to Basel III*** *– Dr Richa Verma Bajaj*

In this study, an attempt has been made to estimate Operational Risk Capital Charges (ORCCs) for all Public Sector and Private Sector Banks in India for the period from 2007-08 to 2017-18 under BIA, TSA, ASA and SA. The results of this study indicates that operational risk capital charges vary, depending upon bank's income levels, under BIA, TSA and ASA. In contrast, capital requirements under SA depends upon bank's business indicator component and internal loss data. Thus, a bank with high business indicator and high operational losses, with Internal Loss Multiplier (ILM) of greater than 1 i.e.1.5 or more needs to maintain high capital for operational risk under SA. The study was completed in March, 2019.

B. Research Projects in Progress

I. Finance

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

Corporate finance is the study of decisions made by the firms relating to resource allocation (investment decision), those covering the financing of these investments (the capital structure decision) and those determining how much cash gets invested and taken out of the business (dividend decision). The modern world began on a freezing New Year's eve in 1600, when 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 corporation. The scope of the study has been broadened to include the role of institutions and organisations in the development of corporate finance.

II. Human Resource Management

2. ***Emerging Challenges in Banking and Role of Training System***
– Dr Shomi Srivastava (Coordinator) & Dr S V Kuvalekar

Banking industry in India is likely to witness major changes during the next decade or so. These changes relate to organization structure, products, processes, technology, governance, etc. At the same time, the banking industry will witness ample new business opportunities besides massive expansion in the present line of activities. To tap the same and also to equip bank management at different levels, there is a felt need to impart new skills and also to sharpen existing analytical and decision making skills in banks. In this regard, training establishments in banks and also apex level

training institutions in the banking industry have a vital role to play. Towards this end, it would be prudent to assess organizational preparedness of these institutions to take up new and challenging assignments in training and education. Hence, it is proposed to initiate a survey of training establishments in the banking industry.

This survey will be conducted by a team consisting of Dr Shomi Srivastava (Coordinator) and Dr S V Kuvalekar. Based on the review of literatures, it will be attempted to assess business potential in banking during the next one decade. To understand constraints of banks in tapping this huge potential and indicate a strategy to overcome the same, a pilot study was conducted to interact with senior executives in one public sector bank. Based on this pilot study, a draft questionnaire is designed which was sent to banks in addition few more banks will be contacted personally to interact with senior executives in functional areas and Principals of Staff Training Colleges. Outcome of the study report will be discussed with the banks by organizing a workshop of Chiefs of HR and Principals of Training Colleges of the banks.

III. Money, International Banking and Finance

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

While credit is the main mainstay activity of banks, short-term credit has been a very significant part within that. In India, short-term credit roughly constitutes 50 per cent 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 generally are used by corporates as source of working capital funds. The demand for short-term credit, is therefore, closely related to the behaviour of the working capital needs, which is affected by many factors such as the economic cycle, efficiency in the working capital utilization and so on. The current study tries to explain the demand for short-term bank credit in terms of the for working capital and other related variables.

The study focuses on the short-term credit demand by the manufacturing sector in India. The demand for short-term bank credit of a typical manufacturing entity is specified as a function of *(a)* sales (revenue), *(b)* gross working capital days, *(c)* creditor days, *(d)* other sources of working capital (such as internal sources 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 2018 – March 2019

A. Consultancy Projects Completed

A. Allahabad Bank

1. ***Validation of Framework, Systems and Models used in Risk Management Department of Allahabad Bank*** *– Dr Arindam Bandyopadhyay (Coordinator, NIBM), Dr Tasneem Chherawala (Faculty, NIBM), Shri Biswamohan Mahapatra (Former ED, RBI), Shri Rajesh Mahajan (Former GM, BoB) and Dr K L Dhingra (Director, NIBM)*

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

The report was submitted in April 2018.

B. Mann Deshi Foundation and Mann Deshi Cooperative Bank

2. ***Impact Study of Lifelong Learning for Farmers (L3F) Project by Mann Deshi Foundation and Mann Deshi Cooperative Bank***
– Dr K L Dhingra, (Director NIBM), Dr Naveen Kumar K (Research Coordinator & Faculty, NIBM), Dr M Manickaraj (Associate Dean, Education), Dr Sarita Bhatnagar (Faculty, NIBM), Dr K Ramesha (Professor, NIBM)

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

The report was submitted in June 2018.

C. Andhra Pradesh State Finance Corporation

3. Internal Promotion Exercise of Executive and Officers of APSFC
– Dr S V Kuvalekar (Coordinator), Dr Shomi Srivastava, Prof A Roy, Dr. G Nagaraju and Dr K L Dhingra (Director, NIBM)

NIBM has conducted evaluation framework for promotion exercise and career advancement of Assistant Manager and Deputy Manager Cadre. The Institute has also suggested new parameters through discussions and interactions with senior HR Team of APSFC.

The project was completed in November 2018.

D. Punjab National Bank

4. Review of Internal Audit System and Audit Procedures of Punjab National Bank
– Dr Dipali Krishnakumar (Coordinator), Dr K L Dhingra (Director), Dr S V Kuvalekar, Prof Jayant Keskar, Prof Sidhharth Bajpai, Dr Richa Verma Bajaj

An assignment for the review of Internal Audit Systems of Punjab National Bank was carried out during the year. The scope of the engagement was to review the existing internal audit systems of the bank to identify gaps for revision of internal audit procedures. The team was also required to review the Risk Based Internal Audit methodology including audit planning, reporting and closure of findings.

A team of experts comprising external retired bankers and NIBM internal faculty had been constituted for the purpose of the engagement. The team had expertise in the areas of Inspection and Audit, Credit of Large/medium and small branches, Head Office Treasury, Asset Recovery & Management, International Finance, Retail Asset Processing Centres, Back Offices and Information Technology.

The project was completed in January 2019

B. Consultancy Projects in Progress

A. Telecom Regulatory Authority of India

1. TRAI Project on Weighted Average Cost of Capital for Indian Telecom Service Sector
– Dr Manickaraj, Dr Dipali Krishnakumar, Dr K L Dhingra

TRAI Project on Determination of Weighted Average Cost of Capital for the same Indian Telecom Sector is an ongoing project. The Project has worked out cost of capital for estimating cost of products and services and determine price of products and services in dynamic environment addressing main factors.

B. Syndicate Bank

2. ***Validation of Framework, Systems and Models used in Risk Management Department of Syndicate Bank*** *– Dr Arindam B (Coordinator), Dr Tasneem Chherawala, Prof Sanjay Basu, Shri N K Singhal (Former CRO, PNB) and Shri Biswamohan Mahapatra (Former ED, RBI), Dr K L Dhingra (Director, NIBM)*

NIBM team is working on the project for validation of Framework, Systems and Models used in Risk Management Department of the bank. The validation exercise covers both qualitative and quantitative analysis and is intended to provide evaluate adequacy and efficacy of Risk Management Framework, Models and Systems and suggest changes in complying with requirement of RBI or Basel III regulations. A thorough analysis and review was done and the validation report preparation was in final stage.

Programmes, Workshops and Conferences: April 2018 – March 2019

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
I.	**INTERNATIONAL PROGRAMMES (ITEC)**				
001.	International Programme on Role and Functioning of Central Bank	16	Jul 02-14, 2018	Middle/Senior Management	Dr Nagaraju G & Dr Jiji T Mathew
002.	International Programme on Asset-Liability Management	32	Sep 24-Oct 06, 2018	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
003.	International Programme on Corporate Governance and Leadership for Top Executives from the Financial System	27	Dec 10-15, 2018	Middle/Senior Management	Dr Kaushik Mukerjee & Prof B V Chaubal
004.	International Programme on Bank Financial Management	30	Jan 07-19, 2019	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
005.	International Programme in Banking and Finance (*Focus:* Credit Management & International Trade Financing)	29	Mar 04-16, 2019	Middle/Senior Management	Dr Smita Roy Trivedi & Dr Elizabeth James
II.	**COLLABORATIVE PROGRAMMES**				
006.	Programme on Leadership for Excellence in Banking and Finance in Collaboration with Frankfurt School of Finance & Management, Frankfurt, Germany (Module I)	13	Jul 18-21, 2018	Middle/Senior Management	Dr B S Pawar & Dr Sarita Bhatnagar
007.	Bank Executive Programme (BEP) for Senior Executives (Jointly by NIBM, IDRBT & IIBF)	32	Mar 05-09, 2019	Senior Management	Dr Shomi Srivastava & Dr S V Kuvalekar
008.	Programme on Women's Development through Income Generating Activities (Jointly by NIBM & CICTAB)	21	Mar 11-14, 2019	Middle/Senior Management	Dr Naveen Kumar K
III.	**TRAINERS' TRAINING PROGRAMMES**				
009.	Certified Bank Trainer Programme: Post Examination Training	15	Oct 29-Nov 02, 2018	Trainers from Banks	Dr Shomi Srivastava & Dr Sarita Bhatnagar
010.	Certified Bank Trainer Programme: Post Examination Training	31	Feb 26-Mar 02, 2019	Trainers from Banks	Dr Shomi Srivastava & Dr Naveen Kumar K
IV.	**FINANCE**				
011.	Programme on Managing Risks under Basel 3 Pillar II (ICAAP)	26	Apr 16-21, 2018	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Sanjay Basu
012.	Programme on Bond Portfolio Management with Trading Game	23	Apr 16-21, 2018	Middle/Senior Management	Dr Kedar nath Mukherjee
013.	Workshop on Setting Business Strategies under Challenging Market Conditions	14	May 03-05, 2018	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala
014.	Programme on Management of Non-Performing Advances: Effective Strategies for Prevention, Restructuring and Recovery	12	May 21-25, 2018	Middle/Senior Management	Dr Dipali Krishnakumar & Dr Richa Verma Bajaj
015.	Programme on Credit Risk Modelling for ECL Provisioning and Capital Estimation under Final Basel III IRB & IFRS 9	17	May 28-Jun 01, 2018	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
016.	Programme on Assessment of Working Capital Requirements	19	Jun 04-08, 2018	Middle Management	Dr Elizabeth James
017.	Programme on Operational Risk Management under Basel Regime	12	Jun 05-08, 2018	Middle/Senior Management	Dr Richa Verma Bajaj
018.	Programme on Treasury Products, Operations and Risk Management for Newly Inducted Treasury Officers	11	Jun 11-20, 2018	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
019.	Programme on Lending Strategy for SMEs	22	Jun 18-22, 2018	Middle/Senior Management	Dr K Ramesha
020.	Programme on Lending to Large and Mid-Corporate	24	Jun 25-29, 2018	Middle Management	Dr Richa Verma Bajaj & Dr M Manickaraj
021.	Programme on Retail Credit Management	20	Jul 16-20, 2018	Junior/Middle Management	Dr Richa Verma Bajaj & Dr Elizabeth James
022.	Programme on Financing Infrastructure Projects	10	Jul 23-27, 2018	Middle/Senior Management	Prof Tasneem Chherawala
023.	Programme on Compliance Management in Banks and Financial Institutions	19	Jul 30-Aug 01,2018	Middle/Senior Management	Dr Dipali Krishnakumar & Prof R Bhaskaran
024.	Programme on Credit Analysis: Focus Lending to Services Sector	12	Aug 06-10, 2018	Middle/Senior Management	Dr Elizabeth James
025.	Programme on Issues and Challenges for Implementation of Indian Accounting Standards (Ind AS) in Banks and NBFCs	8	Aug 06-10, 2018	Junior/Middle Management	Dr Dipali Krishnakumar
026.	Programme on Demystifying Statistical Techniques for Risk Management	17	Aug 06-11, 2018	Middle/Senior Management	Dr Arindam Bandyopadhyay
027.	Intensive Programme in Integrated Treasury Management (with One-Day Trading Game)	9	Aug 16-25, 2018	Middle/Senior Management	Dr S V Kuvalekar & Dr Nagaraju G
028.	Workshop on Insolvency and Bankruptcy Code, 2016	20	Aug 24-25, 2018	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Dipali Krishnakumar
029.	Programme on Financial Statement Analysis for Lending Decisions (Including New Accounting Standards under IFRS/Ind AS)	14	Aug 27-31, 2018	Middle/Senior Management	Dr M Manickaraj & Dr Dipali Krishnakumar
030.	Workshop on Internal Credit Risk Modelling Under Basel II/III IRB Approach	21	Sep 03-07, 2018	Middle/Senior Management	Dr Arindam Bandyopadhyay
031.	Programme on Retail Lending Strategy for Senior Management	9	Sep 03-07, 2018	Senior Management	Dr Elizabeth James & Prof Ateeque Shaikh
032.	Joint Certification Programme for Credit Officers on Understanding Financial Statements as per Indian Accounting Standards (Ind AS) with KPMG in India as Knowledge Partner	18	Sep 17-19, 2018	Junior/Middle Management	Dr Dipali Krishnakumar
033.	Programme on Basel III	14	Sep 18-22, 2018	Middle/Senior Management	Prof Tasneem Chherawala & Prof Sanjay Basu
034.	Programme on Managing Non-SLR Investments	20	Sep 24-29, 2018	Middle/Senior Management	Dr Kedar nath Mukherjee
035.	Programme in Assessment of Working Capital Requirements	22	Oct 08-12, 2018	Junior/Middle Management	Dr Elizabeth James

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
036.	Programme on IFRS: Fair-Value Measurement for Banks and Financial Institutions	32	Oct 09-12, 2018	Middle/Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
037.	Sensitization Programme on Fraud Mangement	19	Oct 24-26, 2018	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Dipali Krishnakumar
038.	Programme on Treasury Back Office Operations (*Focus:* Valuation, Accounting, Documentation & Compliance)	16	Nov 20-25, 2018	Middle/Senior Management	Dr S V Kuvalekar & Dr Gargi Sanati
039.	Programme on Implementation of IFRS 9 (Ind AS 109) in Banks and Financial Institutions	24	Nov 26-28, 2018	Middle/Senior Management	Dr Dipali Krishnakumar
040.	Programme in Credit Analysis (*Focus:* Lending to Manufacturing and Services Sector)	21	Nov 26-Dec 05, 2018	Junior/Middle Management	Dr Elizabeth James & Dr Richa Verma Bajaj
041.	Advanced Programme on Asset-Liability Management	18	Nov 27-Dec 01, 2018	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
042.	Programme on Retail Credit Management	27	Dec 03-07, 2018	Junior/Middle Management	Dr Elizabeth James & Dr Richa Verma Bajaj
043.	Programme on Market Risk Capital Charges (*Focus:* FRTB)	10	Dec 03-08, 2018	Middle/Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
044.	Programme on Project Finance (*Focus:* Credit Appraisal, Risk Management and Deal Structuring)	19	Dec 11-15, 2018	Middle/Senior Management	Prof Harish Kant Kaushik & Prof Tasneem Chherawala
045.	Programme on Integrated Risk Management under Final Basel III Framework	15	Jan 07-11, 2019	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala
046.	Programme on Foreign Exchange Derivatives (*Focus:* Trading and Risk Management)	7	Jan 11-12, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee & Prof Tasneem Chherawala
047.	Joint Certification Programme for Credit Officers on Understanding Financial Statements as per Indian Accounting Standards (Ind AS) with KPMG in India as Knowledge Partner	11	Jan 14-16, 2019	Junior/Middle Management	Dr Dipali Krishnakumar
048.	Programme on Credit Analysis (*Focus:* Lending to Services Sector)	17	Jan 14-18, 2019	Junior/Middle Management	Dr Elizabeth James
049.	Advanced Programme in Integrated Treasury Management	16	Jan 22-27, 2019	Middle/Senior Management	Dr S V Kuvalekar
050.	Programme on Management of Non-Performing Advances: Effective Strategies for Prevention and Recovery (*Focus:* Insolvecy & Bankruptcy Code, 2016)	28	Jan 28-01, 2019	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Dipali Krishnakumar
051.	Programme on Financing MSMEs	17	Jan 28-Feb 01, 2019	Middle/Senior Management	Dr M Manickaraj
052.	Programme on Bond Portfolio Management with Trading Game (*Focus:* Trading & Hedging Strategies)	21	Feb 04-09, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee
053.	Advanced Programme on Corporate Lending and Financial Services	19	Feb 05-09, 2019	Middle/Senior Management	Dr S V Kuvalekar & Dr Dipali Krishnakumar

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
054.	Programme on Internal Liquidity Adequacy Assessment Process (ILAAP)	10	Feb 19-23, 2019	Middle/Senior Management	Prof Sanjay Basu
055.	Programme in Compliance Functions in Banks	39	Feb 25-27, 2019	Middle/Senior Management	Dr Rakesh Kumar Gupta & Dr Dipali Krishnakumar
056.	Programme on Retail Lending Strategy for Potential Branch Incumbents/Managers	10	Feb 28-Mar 02, 2019	Junior/Middle Management	Dr Rakesh Kumar Gupta & Prof Siddharth Kumar Bajpai
057.	Workshop on Insolvency and Bankruptcy Code, 2016	16	Mar 01-02, 2019	Middle/Senior Management	Dr Dipali Krishnakumar, Dr Richa Verma Bajaj & Prof Harish Kant Kaushik
058.	Programme on Risk Management under Basel Regime (For First Time Risk Managers)	13	Mar 05-09, 2019	Middle Management	Dr Kedar nath Mukherjee & Dr Richa Verma Bajaj
059.	Programme on Audit of Advances Portfolio at Branches	23	Mar 18-20, 2019	Middle/Senior Management	Prof Siddharth Kumar Bajpai & Dr Rakesh Kumar Gupta
060.	Programme on Management Ethics & Preventive Vigilance	19	Mar 25-26 Mar, 2019	Middle/Senior Management	Dr Rakesh Kumar Gupta & Dr Shomi Srivastava
V.	**HUMAN RESOURCES MANAGEMENT**				
061.	Programme on Investigation for Investigating Officers: Need of Good Investigation Report	18	Apr 25-27, 2018	Senior Management	Dr Shomi Srivastava
062.	Programme on Enhancing Bank Employees'Performance and Wellbeing through Leadership, Justice, Support, and Spirituality	20	May 14-16, 2018	Middle/Senior Management	Dr B S Pawar
063.	Programme on Leadership for Branch Excellence	14	May 21-26, 2018	Middle/Senior Management	Dr Shomi Srivastava
064.	Workshop on Economic Offences/Bank Frauds	14	Jun 21-22, 2018	Middle/Senior Management	Dr Shomi Srivastava
065.	Programme on Enhancing Bank Employees' Performance and Wellbeing through Leadership, Justice, Support and Spirituality	12	Jul 02-04, 2018	Middle/Senior Management	Dr B S Pawar
066.	Programme on Lending Strategy for Micro & Small Enterprises	20	Jul 23-27, 2018	Junior/Middle Management	Dr K Ramesha
067.	Faculty Development Programme for Bank Staff Training College Faculty: Building Knowledge, Skills and Attitude for Conducting Effective Training	31	Sep 25-27, 2018	Faculty Members from STCs & RTCs of the Banks	Dr B S Pawar & Dr Kaushik Mukerjee
068.	Programme on Enhancing Bank Employees' Performance and Wellbeing through Leadership, Justice, Support and Spirituality	19	Oct 08-10, 2018	Middle/Senior Management	Dr B S Pawar
069.	Programme on Domestic Enquiries and Disciplinary Actions	29	Oct 23-27, 2018	Middle/Senior Management	Dr Shomi Srivastava
070.	Programme on Enhancing Leadership Skills for Controlling Heads	16	Nov 14-17, 2018	Middle/Senior Management	Dr Shomi Srivastava
071.	Scientific and Practical Actions for Branch Managers for Effectively Managing Branch Employees	24	Nov 19-21, 2018	Middle Management	Dr B S Pawar

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
072.	Programme on Human Resource Management in Banks and Financial Institutions	31	Jan 07-11, 2019	Middle/Senior Management	Dr Shomi Srivastava
073.	Programme on Enhancing Bank Employees' Performance & Wellbeing through Leadership, Justice, Support and Spirituality	23	Jan 21-23, 2019	Middle/Senior	Dr B S Pawar
074.	Faculty Development Programme for Bank Staff Training College Faculty: Building Knowledge, Skills and Attitude for Conducting Effective Training	24	Mar 13-15, 2019	Faculty Members from STCs & RTCs of the Banks	Dr B S Pawar & Dr Kaushik Mukerjee
VI.	**INFORMATION TECHNOLOGY**				
075.	Programme on Information Systems Audit and IT Risk Management	14	May 02-05, 2018	Middle/Senior Management	Prof Sunil Bakshi & Dr Deepankar Roy
076.	Programme on Cyber Security – Implementation and Compliance	20	May 28-Jun 01, 2018	Middle/Senior Management	Prof Sunil Bakshi & Dr Alka Vaidya
077.	Programme on Aadhaar in Banking: Compliance and Innovations	10	Jun 11-13, 2018	Middle/Senior Management	Dr Deepankar Roy, Prof Sunil Bakshi & Dr Alka Vaidya
078.	Programme on Frauds in Digital Environment: Controls, Detection and Countermeasures	26	Jul 16-18, 2018	Middle/Senior Management	Dr Deepankar Roy
079.	Programme on Measuring Effectiveness of Cyber Security	19	Jul 30-31, 2018	Middle/Senior Management	Dr Alka Vaidya
080.	Programme on Technology Vendor Management	16	Aug 06-08, 2018	Middle Management	Dr Alka Vaidya & Dr Deepankar Roy
081.	Advanced Programme on Card Payment System (A Joint Programme of NIBM & NPCI)	42	Aug 23-25, 2018	Middle/Senior Management	Dr Deepankar Roy
082.	Banks and FinTech: From Competition to Coopetition	21	Oct 22-24, 2018	Middle/Senior Management	Dr Deepankar Roy
083.	Programme on Information Systems Audit	26	Nov 15-17, 2018	Middle/Senior Management	Dr Deepankar Roy
084.	Advanced Programme on Card Payment System	18	Dec 03-05, 2018	Middle/Senior Management	Dr Deepankar Roy
085.	Programme on Information Security and Data Protection	12	Dec 19-21, 2018	Middle/Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
VII.	**MONEY, INTERNATIONAL BANKING & FINANCE**				
086.	Programme on NRI Business and Forex Facilities for Individuals	17	May 21-24, 2018	Middle/Senior Management	Dr Nagaraju G & Prof Jayant Keskar
087.	Programme on Technical Analysis for Dealers	16	Jun 11-16, 2018	Middle/Senior Management	Dr Smita Roy Trivedi & Dr Gargi Sanati
088.	Programme in Fundamental Factors for Treasury and Risk Management	8	Jun 18-20, 2018	Middle/Senior Management	Dr Nagaraju G & Dr Jiji T Mathew
089.	Programme on Export Credit Appraisal and Management	14	Jun 25-30, 2018	Middle/Senior Management	Dr Smita Roy Trivedi & Dr Elizabeth James
090.	Programme on Trade Based Money Laundering	18	Jul 02-03, 2018	Middle/Senior Management	Prof Jayant Keskar & Dr Smita Roy Trivedi

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
091.	Programme on Forex Treasury Management (*Focus:* Back-Office Operations)	22	Jul 09-11, 2018	Middle/Senior Management	Dr Gargi Sanati & Prof Rajiv Abhyankar
092.	Programme in Financing International Trade	19	Jul 23-27, 2018	Junior/Middle Management	Dr Gargi Sanati & Prof Jayant Keskar
093.	Programme in International Investments and Borrowings (*Focus:* ECB/FCCB/FPI/ODI/ LO/BO/PO)	11	Aug 01-03, 2018	Middle/Senior Management	Dr Nagaraju G & Dr Jiji T Mathew
094.	Programme on Forex Dealing with Bourse Game	17	Aug 01-10, 2018	Middle/Senior Management	Dr Gargi Sanati & Dr Jiji T Mathew
095.	Programme on Forex Risk Management – Instruments and Regulations	10	Sep 03-05, 2018	Middle/Senior Management	Dr Nagaraju G
096.	Programme on International Trade Financing	13	Sep 17-22 Sep 18	Junior/Middle Management	Dr Smita Roy Trivedi & Prof Jayant Keskar
097.	Programme on Technical Analysis for Dealers	27	Oct 01-06, 2018	Junior/Middle Management	Dr Smita Roy Trivedi & Prof Rajiv Abhyankar
098.	Programme on International Banking and Foreign Exchange	16	Oct 29-Nov 02, 2018	Junior, Middle/ Senior Management	Dr Jiji T Mathew, Dr Nagaraju G & Prof Jayant Keskar
099.	Programme on Forex Dealing with Bourse Game	15	Nov 29-Dec 08, 2018	Junior/Middle Management	Dr Jiji T Mathew & Dr Gargi Sanati
100.	Programme on LC Business (*Focus:* Case Studies on ICC Rules)	18	Dec 12-14, 2018	Junior/Middle Management	Dr Gargi Sanati & Dr Smita Roy Trivedi
101.	Programme on International Banking and Foreign Exchange Business	6	Dec 17-21, 2018	Junior, Middle/ Senior Management	Dr Jiji T Mathew & Dr Nagaraju G
102.	Programme on Trade Based Money Laundering and Frauds in International Business	19	Jan 07-08, 2019	Middle Management	Prof Jayant Keskar & Dr Smita Roy Trivedi
103.	Programme on NRI Business and Forex Facilities for Individuals	19	Jan 07-10, 2019	Middle/Senior Management	Dr Nagaraju G & Dr Jiji T Mathew
104.	Programme in Technical Analysis for Dealers	17	Jan 28-Feb 02, 2019	Junior/Middle Management	Dr Smita Roy Trivedi & Dr Arindam Bandyopadhyay
105.	Programme on Integrated Treasury Management with Simulated Bourse Game	9	Feb 11-20, 2019	Dealers	Dr Nagaraju G & Dr Jiji T Mathew
106.	Programme on Financing International Trade	16	Feb 18-22, 2019	Junior/Middle Management	Dr Gargi Sanati & Dr Smita Roy Trivedi
VIII.	**RURAL FINANCE & DEVELOPMENT**				
107.	Programme on Financing to Agriculture & Allied Sectors (*Focus:* Term Loan & Working Capital Assessment)	13	May 28-30, 2018	Middle/Senior Management	Dr Naveen Kumar K & Prof Dinesh Jain
108.	Programme on Investment Credit to Agriculture and Agribusiness	7	Oct 29-31, 2018	Middle/Senior Management	Prof Dinesh Jain
109.	Workshop on Innovations in Rural and Agriculture Banking Best Practices from Industry	11	Nov 19-20, 2018	Middle/Senior Management	Dr Naveen Kumar K

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
110.	Programme on Lead Bank Scheme: Preparation and Management of District Credit Plan for Inclusive Growth	9	Nov 27-30, 2018	Senior Management	Dr Naveen Kumar K
111.	Programme on Financing Agri Business, Agro Processing and MSMEs (*Venue:* STC, Corporation Bank, Mangalore)	22	Jan 09-11, 2019	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj
112.	Programme on Financing Agri Business, Agro Processing and MSMEs (*Venue:* Coimbatore)	27	Feb 06-08, 2019	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj
113.	Management Development Programme for Regional Rural Banks: Enabling RRBs for Future Banking Landscape	8	Feb 13-15, 2019	Middle Management	Dr Naveen Kumar K & Dr Rakesh Kumar Gupta
IV.	**STRATEGIC PLANNING, MARKETING & CONTROL**				
114.	Programme on Enhancing Branch Performance	20	May 14-17, 2018	Middle Management	Prof Anjan Roy & Prof Ateeque Shaikh
115.	Programme on Customer Relationship Management in Banking	34	Jun 18-21, 2018	Middle Management	Dr Sarita Bhatnagar
116.	Branch Manager's Programme: Enhancing Functional and Behavioural Skills	7	Jul 03-06, 2018	Middle Management	Dr Kaushik Mukerjee & Prof Ateeque Shaikh
117.	Programme on Digital Marketing in Banking	18	Aug 06-08, 2018	Middle Management	Dr Sarita Bhatnagar & Dr Deepankar Roy
118.	Programme on Marketing Strategies for MSME Business	7	Sep 03-06 Sep 18	Middle Management	Dr Sarita Bhatnagar
119.	Programme on Streamlining Centralized Loan Processing Centres of Banks (*Focus:* Scaling up Retail and SME Loan Businesses)	14	Oct 03-06 Oct 18	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
120.	Programme on Marketing Research and Customer Analytics in Banking	17	Dec 03-06, 2018	Middle/Senior Management	Prof Ateeque Shaikh & Dr Kaushik Mukerjee
121.	Programme on Marketing for Branch Managers (*Focus:* Retail and MSME)	10	Dec 10-13, 2018	Middle/Senior Management	Dr Sarita Bhatnagar
122.	Relationship Management in Corporate Banking (*Focus:* Banking Services for Mid Corporate Clients)	15	Dec 17-20, 2018	Middle Management	Prof Anjan Roy, Dr Sarita Bhatnagar & Prof Harish Kant Kaushik
123.	Programme on Digital Marketing for Banking and Financial Services	9	Jan 08-10, 2019	Middle/Senior Management	Prof Ateeque Shaikh & Dr Kaushik Mukerjee
124.	Programme on Marketing Strategies for MSME Business	11	Jan 22-25, 2019	Middle Management	Dr Sarita Bhatnagar
125.	Managing Operational Efficiency and Risk in Back Office Operations	11	Jan 28-31 Jan 19	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
126.	Programme on C R M in Retail Banking	9	Feb 12-15, 2019	Middle/Senior Management	Dr Kaushik Mukerjee & Prof Ateeque Shaikh
127.	Target Setting and Performance Evaluation of Bank Branches	12	Feb 18-21, 2019	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
128.	Programme on Marketing for Branch Managers (*Focus:* Retail & MSME)	14	Feb 18-21, 2019	Middle/Senior Management	Dr Sarita Bhatnagar

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
V.	**INCOMPANY PROGRAMMES**				
001.	Incompany Programme on Retail Banking & Non Farm Sector Marketing for The Akola District Central Co-op. Bank Ltd.	20	Apr 09-13, 2018	Middle/Senior Management	Dr Alka Vaidya & Dr Kaushik Mukerjee
002.	Familiarization Programme in Commercial Banking for Bangladesh Bank (Batch I)	30	Apr 15-25,2018	Junior Management	Dr Smita Roy Trivedi & Dr S V Kuvalekar
003.	Familiarization Programme on Commercial Banking for Bangladesh Bank (Batch II)	31	Apr 16-26, 2018	Junior Management	Dr Gargi Sanati & Dr Jiji T Mathew
004.	Incompany Programme on Credit Appraisal and Risk Management for Executives of Andhra Pradesh State Financial Corporation (APSFC)	32	May 21-25, 2018	Middle Management	Dr Richa Verma Bajaj & Dr K Ramesha
005.	Incompany Programme on Credit Management for Executives of Corporation Bank	25	May 21-25, 2018	Middle/Senior Management	Dr M Manickaraj & Prof Rajiv Abhyankar
006.	Customized Programme on Inspection and Supervision of RRBs and RCBs for Officers of NABARD	27	May 28-Jun 01, 2018	Junior/Middle Management	Dr Naveen Kumar K & Dr S V Kuvalekar
007.	Programme on Financing MSMEs for Officers of Allahabad Bank	28	Jun 25-29, 2018	Middle/Senior Management	Prof Tasneem Chherawala & Dr Elizabeth James
008.	Executive Development Programme for the Senior Officers of India Post on Banking Technology	24	Jun 25-29, 2018	Senior Management	Dr Deepankar Roy & Dr Alka Vaidya
009.	Executive Development Programme for Scale IV Officers of Canara Bank	30	Jul 09-13, 2018	Middle Management	Dr Alka Vaidya & Dr Kaushik Mukerjee
010.	Incompany Programme on Credit Management for Executives of Corporation Bank	26	Jul 09-13, 2018	Middle/Senior Management	Dr Richa Verma Bajaj & Dr M Manickaraj
011.	Programme on Treasury Management with Bourse Game for Selected Officers of UCO Bank	25	Jul 23-Aug 03, 2018	Middle/Senior Management	Dr Kedar nath Mukherjee & Dr Nagaraju G
012.	Programme on Financing MSME and Retail Credit for Indian Overseas Bank Officers	37	Jul 23-28, 2018	Middle/Senior Management	Dr Dipali Krishnakumar & Prof Dinesh Jain
013.	Programme on Treasury Management with Bourse Game for Selected Officers of Punjab National Bank	19	Jul 24-Aug 04,2018	Middle/Senior Management	Dr Kedar nath Mukherjee, Dr Gargi Sanati & Dr S V Kuvalekar
014.	Programme on Financing MSME and Retail Credit for Indian Overseas Bank Officers (*Venue:* STC, IOB, Chennai)	39	Jul 30-Aug 04, 2018	Middle/Senior Management	Dr U A Balasubramanian
015.	Programme on Financing MSMEs for Officers of Allahabad Bank	24	Jul 30-Aug 03, 2018	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Naveen Kumar K
016.	Customized Programme on Supervision and Risk Management for Senior Executives of NABARD (Module I: NIBM, Pune)	25	Aug 08-11, 2018	Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
017.	Programme on Financing MSMEs for Officers of Allahabad Bank	23	Aug 13-17, 2018	Middle/Senior Management	Prof Ateeque Shaikh & Prof Siddharth Kumar Bajpai

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
018.	Management Development Programme for Newly Promoted Chief Managers of UCO Bank	30	Aug 13-17, 2018	Middle Management	Dr Shomi Srivastava & Prof Anjan Roy
019.	Incompany Programme on Credit Management for Executives of Corporation Bank	25	Aug 13-17 Aug 18	Middle/Senior Management	Dr M Manickaraj & Prof Dinesh Jain
020.	Programme on Financing MSME & Retail Credit for Indian Overseas Bank Officers (*Venue:* STC, IOB, Chennai)	39	Aug 13-17, 2018	Middle/Senior Management	Dr U A Balasubramanian
021.	Incompany Programme on Credit Management for Executives of Corporation Bank	23	Aug 20-24, 2018	Middle/Senior Management	Prof Rajiv Abhyankar & Dr Richa Verma Bajaj
022.	Customized Programme on Basic Credit Appraisal for Select Officers of Bhutan Development Bank Limited	14	Aug 20-Sep 01, 2018	Middle/Senior Management	Dr Elizabeth James & Prof Harish Kant Kaushik
023.	Workshop on ECL Based Provisioning under IFRS9 for Officers of EXIM Bank (*Venue:* Mumbai)	23	Aug 27-29, 2018	Middle/Senior Management	Prof Tasneem Chherawala & Dr Arindam Bandyopadhyay
024.	Executive Development Programme for Scale IV Officers of Canara Bank	29	Aug 27-31, 2018	Middle Management	Dr B S Pawar & Dr Sarita Bhatnagar
025.	Programme on Financing MSMEs for Officers of Allahabad Bank	24	Aug 27-31, 2018	Middle/Senior Management	Dr Naveen Kumar K & Prof Ateeque Shaikh
026.	Programme on Financing MSME & Retail Credit for Indian Overseas Bank Officers (*Venue:* STC, IOB, Chennai)	38	Aug 27-Sep 01, 2018	Middle/Senior Management	Dr U A Balasubramanian
027.	Programme on TBML/AML Compliance for Officials of Commerzbank AG (*Venue:* Mumbai)	5	Aug 31, 2018	Middle Management	Dr Smita Roy Trivedi & Prof Jayant Manohar Keskar
028.	Programme on Treasury Management with Bourse Game for Selected Officers of Canara Bank	17	Sep 02-08, 2018	Middle/Senior Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
029.	Customized Programme on Basic Credit Appraisal for Select Officers of Bhutan Development Bank Limited	11	Sep 04-16, 2018	Middle/Senior Management	Prof Siddharth Kumar Bajpai & Dr Smita Roy Trivedi
030.	Incompany On-location Programme on Risk Management for Executives of UCO Bank (*Venue:* UCO Bank, STC, Kolkata)	25	Sep 13-15, 2018	Middle/Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
031.	Programme on Treasury Management with Bourse Game for Selected Officers of Canara Bank	18	Sep 23-29, 2018	Middle/Senior Management	Dr Kedar nath Mukherjee, Dr S V Kuvalekar & Dr Nagaraju G
032.	Advanced Management Programme for Senior Bank Executives from Bangladesh (Module II: NIBM, Pune)	15	Sep 24-28, 2018	Senior Management	Dr Kaushik Mukerjee & Prof Anjan Roy
033.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited (Batch I)	31	Sep 24-29, 2018	Middle Management	Dr Shomi Srivastava & Dr Sarita Bhatnagar
034.	Programme on Forex Dealing Room Operations with Bourse Game for Dealers from Bangladesh (Sponsored by Bangladesh Foreign Exchange Dealers' Association, BAFEDA)	26	Sep 25-Oct 05, 2018	Dealers	Dr Gargi Sanati & Dr Jiji T Mathew

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
035.	Familiarization of Trainers of Bank of Maharashtra on E-Learning Courses	8	Sep 28-29 Sep 18	Trainers	Prof Anjan Roy
036.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch II)	31	Oct 01-06, 2018	Middle Management	Dr Shomi Srivastava & Prof Ateeque Shaikh
037.	Customized Orientation Training Programme for the Officers of Bangladesh Bank at NIBM, Pune (Batch I)	23	Oct 07-17, 2018	Junior Management	Dr Gargi Sanati & Dr Jiji T Mathew
038.	Customized Orientation Training Programme for the Officers of Bangladesh Bank at NIBM, Pune (Batch II)	23	Oct 08-18, 2018	Junior Management	Dr Smita Roy Trivedi & Dr S V Kuvalekar
039.	Programme on Financial Statement Analysis for Lending Decisions for Executives of IFCI Ltd. (*Venue:* IFCI Tower, New Delhi)	33	Oct 11-13, 2018	Middle/Senior Management	Dr M Manickaraj & Dr Dipali Krishnakumar
040.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch III)	31	Oct 15-20, 2018	Middle Management	Dr Kaushik Mukerjee & Dr Sarita Bhatnagar
041.	Management Development Programme for Officers of Corporation Bank (Batch I)	38	Oct 22-26, 2018	Junior/Middle Management	Dr Shomi Srivastava & Dr Alka Vaidya
042.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch -IV)	30	Oct 29-Nov 03, 2018	Middle Management Prof Ateeque Shaikh	Dr Kaushik Mukerjee &
043.	Incompany Programme on Risk Management for Senior Executives of Canara Bank	34	Oct 29-Nov 03, 2018	Middle/Senior Management	Prof Sanjay Basu & Dr Arindam Bandyopadhyay
044.	Management Development Programme for Officers of Corporation Bank (Batch II)	35	Nov 12-16, 2018	Junior/Middle Management	Prof Anjan Roy & Prof Harish Kant Kaushik
045.	Programme on International Trade Finance for Officers of Sonali Bank (Batch V)	30	Nov 12-17, 2018	Middle/Senior Management	Prof Jayant Keskar & Prof Rajiv Abhyankar
046.	Induction Training Programme for Probationary Officers of ECGC	19	Nov 19-Dec 01, 2018	Junior Management	Dr Smita Roy Trivedi, Dr Jiji T Mathew & Dr Shomi Srivastava
047.	Programme on Credit Appraisal and Management for Sonali Bank Ltd. (Batch VI)	26	Nov 19-24, 2018	Middle/Senior Management	Dr Elizabeth James & Prof Siddharth Kumar Bajpai
048.	Management Development Programme for Chief Managers of Indian Overseas Bank (*Venue:* STC, IOB, Chennai)(Batch I)	39	Nov 19-23, 2018	Middle Management	Dr Shomi Srivastava, Dr Sarita Bhatnagar & Dr U A Balasubramanian
049.	Management Development Programme for Chief Managers of Indian Overseas Bank (Venue: STC, IOB, Chennai) (Batch II)	37	Nov 20-24, 2018	Middle Management	Dr Shomi Srivastava, Dr Sarita Bhatnagar & Dr U A Balasubramanian

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
050.	Management Development Programme for Officers of Corporation Bank (Batch III)	34	Dec 10-14, 2018	Middle Management	Dr Shomi Srivastava & Dr Naveen Kumar K
051.	Induction Programme for Probationary Officers of ECGC	43	Dec 17-Jan 05, 2019	Junior Management	Dr Nagaraju G & Dr Shomi Srivastava
052.	Faculty Development Programme for Faculties of CSC & RTCs of UCO Bank	20	Dec 24-28, 2018	Faculty Members from STCs & RTCs of the Bank	Dr B S Pawar & Dr Kaushik Mukerjee
053.	Programme on Risk Management for Senior Officers of NABARD	15	Dec 27-28, 2018	Senior Management	Dr S V Kuvalekar & Prof Anjan Roy
054.	Banking Domain Training Programme for SAS Institute (India) Pvt. Ltd. (*Venue:* Mumbai)	29	Jan 08-09, 2019	Middle/Senior Management	Dr Alka Vaidya
055.	Programme on HRM for HR Officers of Canara Bank	20	Jan 28-Feb 01, 2019	Middle/Senior Management	Dr Shomi Srivastava
056.	Programme on Financial Statistics for Probationary Officers of Indian Statistical Services (ISS)	28	Feb 11-15, 2019	Middle/Senior Management	Dr Nagaraju G & Dr Kedar nath Mukherjee
057.	Certification Programme in IT & Cyber Security for UCO Bank (*Venue:* Kolkata)	36	Feb 19-20, 2019	Middle/Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
058.	Special Training Programme for Emerging Leaders of People's Bank (Batch I)	10	Feb 25-Mar 01, 2019	Middle Management	Dr Shomi Srivastava & Dr Sarita Bhatnagar
059.	Incompany Programme on Risk Management for Senior Executives of Canara Bank	21	Feb 25-Mar 02, 2019	Middle/Senior Management	Prof Sanjay Basu & Dr Arindam Bandyopadhyay
060.	Special Training Programme for Emerging Leaders of People's Bank (Batch II)	11	Mar 04-08, 2019	Middle Management	Dr Shomi Srivastava & Dr Sarita Bhatnagar
061.	Customized Programme on FEMA & Foreign Exchange for Societe Generale	10	Mar 09-10, 2019	Middle/Senior Management	Dr Nagaraju G
062.	Special Training Programme for Emerging Leaders of People's Bank (Batch III)	9	Mar 11-15, 2019	Middle Management	Dr Shomi Srivastava & Dr Nagaraju G
063.	Certification Programme on IT & Cyber Security for Board Members of Axis Bank (*Venue:* Worli, Mumbai)	22	Mar 12-13, 2019	Top Management	Dr Alka Vaidya & Dr Deepankar Roy
064.	Certification Programme on IT & Cyber Security for Senior Management of Axis Bank (*Venue:* Worli, Mumbai)	42	Mar 12-13, 2019	Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
	Grand Total	**3922**			

Fifteenth Convocation
Post Graduate Diploma in Management (B&FS)
(2017-19 Batch)
June 8, 2019



Shri Shaktikanta Das, Governor, Reserve Bank of India, Dr K L Dhingra, Director, NIBM invited Dignitaries along with NIBM Faculty



Lighting of the Lamp – Auspicious Beginning....



Invitees & Dignitaries at the Function



Welcome Speech by Dr K L Dhingra, Director, NIBM



Convocation Address by
Shri Shaktikanta Das, Governor, Reserve Bank of India &
Chairman NIBM Governing Board



Release of Compendium of Published Papers of NIBM Faculty



Fifteenth Convocation of PGDM (B & FS) 2017-19 Batch – Tossing of the Caps



Proud Moments...
Governor, RBI & Director, NIBM with Gold Medalist

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

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

Introduction

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, risk management, internal audit, information technology, and customer relationship management.

Admission to PGDM (B&FS) 2018-20

Two thousand and eighty seven applicants (2087) who had appeared for the Common Admission Test (CAT) 2017, MAT (February 2018) and CMAT conducted by AICTE in (January 2018), had applied for admission to PGDM (B&FS) 2018-20. On the basis of the performance in the CAT/ MAT/CMAT, 1097 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 final selection of the candidates was based on multiple criteria such as the CAT/MAT/CMAT scores, PI scores, WAT scores, academic achievements, work experience, and extra-curricular activities.

Student Profile

The batch of PGDM 2018-20 consists of 118 graduates from open category, with some of them having an experience of 1-3 years' in different industries. 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 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 and business analytics 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 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 inputs for many courses such as forex dealing - bourse game participation.

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 are invited to address 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.

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

NIBM continued the tradition of 100 per cent placement and all the eighty eight students in the PGDM (2017-19) batch were placed. Twenty Two banks, financial institutions, consultants and IT companies recruited from the campus. They are:

Axis Bank, Catholic Syrian Bank, Federal Bank Limited, HDFC Bank, HSBC Global/Technology, ICICI Bank Ltd., KPMG, Royal Bank of Scotland, South Indian Bank, Surya Software Systems, Care Ratings, Wipro Technologies, IDFC Bank, The Clearing Corporation of India Ltd., PNB Gilts Limited, Accenture, Airtel Payments Bank, CFM Asset Reconstruction Pvt. Ltd., ICRA Limited, Fincare Small Finance Bank Ltd., AEON Credit Service India Private Ltd., and Kudos Finance and Investment Pvt. Ltd.

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.16.00 lakh and Rs. 9.95 lakh respectively.

Convocation

The Convocation of the 2017-19 batch for the award of the diploma and presentation of merit awards was held on June 8, 2019. Shri Shaktikanta Das, Governor, Reserve Bank of India and Chairman, NIBM Governing Board, presided over the convocation and delivered the Convocation Address and also presented each of the top five meritorious students of the 2017-19 batch a Gold Medal for Academic Excellence.

Five NIBM member banks had sponsored the following gold medals:

1. The Bank of Baroda Gold Medal for Academic Excellence to Mr Amrit Tayal
2. The Canara Bank Gold Medal for Academic Excellence to Ms Kothari Aparna Ashok
3. The Union Bank of India Gold Medal for Academic Excellence to Ms Aparna Lakshmy B
4. The Indian Bank Gold Medal for Academic Excellence to Ms Komal Bapna
5. The Bank of Maharashtra Gold Medal for Academic Excellence to Ms Dutta Jayshree Abhijit

Initiatives by the PGDM Students

During the year 2018-19 many initiatives were made by the students. A brief about the same are as under :

NIBM VISTA – A Newsletter by PGDM Students: The first quarterly PGDM Newsletter "NIBM VISTA" was released on the occasion of 49th Foundation Day of NIBM on September 24, 2018. As the name indicates, 'Vista' is a view of PGDM activities and other events of the Institute. 'Vista' is an attempt to be dynamic with its focus on the lighter side of life at NIBM. It aims to inform the readers about the fun events happening on campus and to showcase the talents of the students including poems, stories and articles by PGDM students.

ADHIKOSH – THE ANNUAL FEST: The first ever annual students fest ADHIKOSH was celebrated on 9th - 10th March 2019.

Eight events were organized as part of ADHIKOSH '19, for which we had over 1,50,000 views and received registrations from 2,387 students of different colleges all over India on www.dare2compete.com

After shortlisting through an online screening round, we hosted around 80 students from various colleges for On-Campus round in addition to 210 students from our college, 35 delegates, 50 banker participants and 126 faculty and staff of NIBM.

The Fest was inaugurated by Ms Anshula Kant, Manager Director of State Bank of India and Mr Ajith Kumar Rath, Executive Director of Andhra Bank. Many dignitaries from various organizations too participated in the Fest as speakers, judges and panellists.

ADHIKOSH was sponsored by State Bank of India, Andhra Bank and Bank of Maharashtra as Title Sponsor, Co-Sponsor and Associate Sponsor respectively.

NIBM Colloquium 2018: "NIBM Colloquium – A Flick Through Analytics" on 11th August 2018 at its sylvan campus in Pune. The conclave was a blend of lectures and panel discussions from the elite brains in the industry. The event was presided over by Dr K L Dhingra, Director of the institute. Dr Rajeev Uberoi (General Counsel and Group Head Legal & Compliance, IDFC Bank), Mr Shivaram K R (CEO & Co-Founder, Curl Analytics), Mr Mohan Rai (Co-Founder &

Director, Imurgence-Simple and Real Analytics), Mr Vilas Wakale (DGM-IT, Head -Applications, BI and IoT Solutions, Varroc Engineering Pvt. Ltd.), Mr Pranav Varshney (Vice President, Credit Suisse), Mr Sanat Kar (Senior Consultant, Cognizant), Mr Pavan Shidhaye (Director & Head of Risk Engineering, Barclays Technology Centre) were some of the esteemed speakers who graced the event that was sponsored by the Union Bank of India. The Colloquium enlightened the audience of the event as to how the tools and concepts of analytics such as Big Data, Machine learning, Robotics can be applied in the field of Banking & Finance to win the competitive edge in the industry. The Colloquium was attended by students from more than 10 premier Indian institutes.

Investment Club: The Investment Club was inaugurated on November 30th 2018. It is a student run initiative intended to provide members the opportunity to get hands-on experience in investment management with real-time data. The second year students mentor first year students in evaluating sectors and making decisions on investment. The objective is to provide students a launch pad to enhance their skills and the experience of managing investment portfolio.

Josh' 19: The Sports Committee of NIBM organised the very first annual sports fest of NIBM under the banner of JOSH 2019 from 1st to 3rd of March. The first day of the fest included Badminton, Table Tennis and Carrom quarter finals. On the second day cricket and volleyball leagues were organised along with finals of badminton, table tennis and carroms. March 2nd evening was the most special with Fun Fair where the PGDM Students had put up food and game stalls. It invited the whole of NIBM family, from faculty to administrative staff and students. The final day included the finals of cricket and football. The fest saw huge participation and was a great success considering it was the first ever sports fest.

Vittarth: Vittarth is an initiative by the PGDM students to present and share well researched insights and informed views on the economy, banking industry, industry analysis and financial markets pertaining to India and the world in general.

Articles under the aegis of Vittarth cover wide ranging financial and banking issues and have started four verticals :

(i) Technical analysis which covers Nifty's past week performance and outlines expectation for the coming week. We also publish a pick (stock) of the week.

(ii) Under ArthaNomics, wide ranging economics issues are covered. Articles on Pre-Budget expectations, Post Budget analysis, Brexit and RBI market operations etc., were published.

(iii) Banking Brief: Weekly updates and major developments happening in the banking sector along with our expectations and views such as IL&FS Case, RBI Bi-Monthly Policy, etc., were covered.

(iv) Industry Analysis: In this series a thorough analysis of an industry highlighting key challenges and avenues of growth are presented. Growth trends over the years along with Porter's fiveforces analysis are also covered.

Online Certification Courses

Following the directives of Reserve Bank of India in their letter DBR.No.BP.BC. 4/21.03.009/2016-17 dated August 11, 2016 on Capacity Building in Banks and AIFIs that stressed on the need for Certification Programmes to improve the skills and competencies of officials of banks in India working in four areas viz., Credit Management, Risk Management, Treasury Management, and Accounts & Audit. NIBM launched these courses on September 30, 2017. These were subsequently, followed up by other courses on Retail Credit Management and Credit Management for Small Finance Banks. The institute is now successfully running seven e-certificate courses.

The courses have been designed to be blended with a mix of online and classroom learning. The on-line component is based on the open-source platform `Moodle' which provides the participants all the course material including practice quizzes to study at their own pace. Classroom learning experience is provided through video-based sessions, which are also provided on the Moodle platform. An extensive system for evaluation has been set up for obtaining the certification by participants. Evaluation comprises of several stages of Module tests, Assignments and a Final Exam. The total enrollments including individual registrations and nominations during the year 2018-19 were 2931 which were received from 71 organizations such as public sector banks, private sector banks, foreign banks, small finance banks and financial institutions. Out of these enrollments 1727 have completed the course. Since the inception of the courses, 2484 participants, out of a total enrolled 4136, have completed and received their certification.

Publications

A. Prajnan: Journal of Social and Management Sciences

PRAJNAN is a quarterly double blind refereed journal in the area of social and management sciences with a special reference to banking and finance. It has completed 47 years of service in disseminating new ideas and original research based work in various areas of social sciences. The journal is listed and abstracted in EBSCO, ProQuest global electronic database for wider circulation. It has been recently attached with Indian Citation Index (ICI) for dissemination of knowledge. It is also linked to Google Scholar, SSRN.

The journal contains ISSN no. 0970-8448. It is registered with the Registrar of Newspapers for India under no. 20878/71.

Vol. XLVII (Nos. 1-4, 2018-19) of PRAJNAN contains 16 research articles and 5 book reviews.

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

Issues	*Papers*	*Book Reviews*
April-June 2018	4	1
July-September 2018	4	1
October-December 2018	4	1
January-March 2019	4	2
	16	5

The published papers contain full research based works as well as brief articles on various subject categories.

Some interesting research based papers published in these four issues for the year 2018-19 covers areas like Agricultural Finance, Bank Lending, Banks Performance and Productivity Analysis, Entrepreneurship, Foreign Investment, Sectoral Analysis of Credit Market (e.g. SME, real estate) etc. Many research papers have used advanced econometric methods (Panel based regression or time series models) in investigating their research problems and these papers give many practical insights that have relevance in making policy based decisions. For example, study by Shiva Reddy and Deepanshi Bharadwaj confirms the presence of an inverse relationship between the development of financial markets and the efficacy of bank lending channel of monetary policy transmission. P Govindan presents a detailed analysis in the trend of registration and activities of LLPs in India. The paper suggests that there is a need to strengthen infrastructure for starting new business ventures which will be helpful for entrepreneurial development in India. Goutam Das and Bibek Ray Chaudhuri examines the impact of Foreign Direct Investment on the Indian IT sector. Their study finds that skilled manpower and higher capital intensity have enhanced productivity of IT firms and hence has suggested policy measures to encourage for Foreign Direct Investment in India. Kalpit Oza and Anal Nayak from ICICI Credit Risk Management team have developed analytical framework to examine the financial viability of Lease Rental Discounting (LRDs) mode of financial of commercial space. The authors highlighted that a mismatch between tenor and/or interest rates are the main reasons for such low responses to REITs. Bhavanarayana Vedam and Alok Kumar Mishra provided a set of novel econometric techniques to study the inter-temporal variables in assessing productivity

and efficiency of Regional Rural Banks (RRBs) in two states of India. Their research observes that impact of amalgamation of RRBs on total factor productivity has been largely indifferent with respect to financial efficiency and financial inclusion. Asit Ranjan Mohanty, Binay Ranjan Das and Satyendra Kumar have used a dynamic panel GMM method to find out the causative factors that influence the generation of Non-Performing Loans of the Indian Banking system. The study finds that certain bank specific variables like higher credit to deposit ratio, rationalization in the growth in bank branches, higher return on equity, and higher capital adequacy ratio (CRAR) can lower the NPA ratios. The authors are from reputed research organizations, universities, IITs and also from banks. The book reviews are mostly done by the NIBM faculty (former as well as present).

PRAJNAN was published under the editorship of Dr Arindam Bandyopadhyay with editorial support from Dr Smita Roy Trivedi and Prof Ateeque Shaikh.

The journal has an in-house production team.

It is printed and published by Dr K L Dhingra, Director, National Institute of Bank Management, NIBM, Pune.

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 2018 and March 2019. Several eminent personalities from the field of banking and finance contributed their articles to Vinimaya during this period. In total, 16 articles were published during the year. Some of the noteworthy articles published during this period include:

- Role of Leaders in Fostering Excellence in Banking by Shri Vinod Kathuria
- EASE: A Strategic Transformation Roadmap for the PSU Banks by Dr K L Dhingra
- Regulatory Issues in Derivatives Markets in India: Doing the `Right'and Not the `Easy', Thing by Shri V K Sharma
- A Growth Agenda for Banks in Challenging Times by Ms Shubhalakshmi Panse

The issues published in 2018-19 was under the editorship of Dr Kaushik Mukerjee with Dr Jiji Mathew and Dr Sarita Bhatnagar as editorial team members.

C. Monographs Published in 2018-19

1. Compendium of Published Papers/Books and Articles – 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. A "Compendium of Published Papers, Books and Articles" of NIBM Faculty Members was released by Shri Shaktikanta Das, Governor, Reserve Bank of India, on the occasion of the fifteenth Convocation of the PGDM had on June 8, 2019. The Compendium volume contained five research papers are published in ABDC accredited journals under A & C category. Two articles and one case study is published in other journals.

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 1.4.2018 to 31.3.2021.

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

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

1. Frankfurt School of Finance & Management, Frankfurt, Germany

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

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

NIBM conducted four programmes sponsored by the Ministry of External Affairs under the Government of India fellowship for Indian Technical and Economic Cooperation Programme (ITEC).

1. International Programme on Role and Functioning of Central Bank, July 02-14, 2018
   – Dr Nagaraju G & Dr Jiji T Mathew
2. International Programme on Asset-Liability Management, September 24-October 06, 2018
   – Dr S V Kuvalekar & Prof Sanjay Basu
3. International Programme on Corporate Governance and Leadership for Top Executives from the Financial System, December 10-15, 2018
   – Dr Kaushik Mukerjee & Prof B V Chaubal
4. International Programme on Bank Financial Management, January 07-19, 2019
   – Dr S V Kuvalekar & Prof Sanjay Basu
5. International Programme in Banking and Finance
   (Focus: Credit Management & International Trade Financing), March 04-16, 2019
   – Dr Smita Roy Trivedi & Dr Elizabeth James

E. NIBM was a Member of the Following Organizations

1. Association of Indian Management Schools (AIMS).*
2. Centre for Telecommunication Management and Studies (CTMS).*
3. Indian Association of Social Sciences Institutions (IASSI).*
4. Indian Institute of Banking and Finance (IIBF).*
5. Pune International Centre.*

* Life Member

6. Centre for International Cooperation and Training in Agricultural Banking (CICTAB).
7. Computer Society of India (CSI).
8. British Library.
9. Mahratta Chamber of Commerce Industries & Agriculture

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

1. Member, Governing Board, Institute of Banking Personnel Selection (IBPS).
2. Member, Governing Council, Indian Institute of Banking & Finance (IIBF).
3. Member, Pension Advisory Committee, Pension Fund Regulatory and Development Authority (PFRDA).
4. Member, Subscriber's Education and Protection Fund (SEPF) Committee, Pension Fund Regulatory and Development Authority (PFRDA).
5. Chairperson of Committee for Provisioning of Non-Performing Assets (NPA), Pension Fund Regulatory and Development Authority (PFRDA).
6. Member, Managing Committee, Centre for International Cooperation and Training in Agricultural Banking (CICTAB)/Vaikunth Mehta National Institute of Cooperative Management.

Fellowship

1. Fellow of Chartered Banker Institute, Scotland
2, Fellow of Financial Services Institute of Australasia (FINSIA)

G. NIBM Faculty were Associated with the Following Organizations

1. ***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), Ph.D., Guide, Symbiosis International University, Pune.
2. ***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.
3. ***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).
4. ***Dr Kedar nath Mukherjee:*** Ph.D., Guide, Savitribai Phule Pune University, Pune.
5. ***Dr Richa Verma Bajaj:*** Ph.D., Guide, Savitribai Phule Pune University, Pune.
6. ***Dr Sarita Bhatnagar***: Ph.D. Guide with Janardan Rai Nagar Rajasthan Vidyapeeth University, Udaipur, Rajasthan; and Pacific Academy of Higher Education and Research University, Udaipur, Rajasthan.
7. ***Dr Kaushik Mukerjee:*** Ph.D., Guide, Symbiosis International University, Pune.
8. ***Prof Dinesh Jain*****:** *(a)* Principal Guide at Gujarat Law Society (GLS) University, Ahmedabad *(b)* Thesis Advisory Committee Member for Doctoral Fellow Programme in Management (FPM) at EDII *(c)* Recognised Faculty Advisor by Enactus India that aimed at creating socially responsible business leaders *(d)* Editorial Review Board Member for Amity Journal of Agribusiness.

Other Activities

A. Library

Books

With the addition of 559 books to the library the general collection stands at 69102. With 3,589 reports in the Rand Corporation Collection, the total number of books has reached 72,691. Another 323 bound volumes were added, taking the collection of bound volumes to 15,162 by the end of March 2019.

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 157 periodicals 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	48	57		105
Exchange	–	–			31	09		40
Complimentary	–	–			09	03		12
	13	+ 1	=	14	88	+ 69	=	157

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 2991 which include video cassettes, audio-tapes, CD-ROMs, DVDs, VCDs, Diskettes/Floppies, films (16 mm) and slide sets.

E-Resources

The library is subscribing following online databases in 2019

Sr. No. Databases/Packages subscribed

1. Ace Equity
2. CMIE Economic Review
3. CMIE ProwessIQ
4. EBSCO Business Source Complete database
5. EBSCO E-Book Collection
6. EPWRF Database (18 modules)
7. HBS & lvey Case studies
8. ICRA Industries (26)
9. J-Gate Social & Humanities database
10. JSTOR
11. National Digital Library (NDL)
12. ProQuest ABI/Inform Complete database
13. Science Direct database (178 online titles)
14. Thomson Reuters EIKON Including Datastream

Library has started developing the digital library. In 2018-2019, total 4 eBooks are purchased. Also for the first time Library has subscribed to EBSCO E-Book Collection where more than 18000+ books are available in digital format.

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. 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. Bankers' Brief is designed and the subscription is managed at the Publications Department. This service is online and available for subscription at following rates:

– Individual Subscription: Rs. 375/-

– Institutional Subscription: Rs. 500/-

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.

Library orientation to new members.

New users are introduced to library infrastructure and services so as to make them aware about its collection which helps users for using library in a better way.

Training for online databases

Training for various online databases subscribed by the library are arranged time to time including support for any other technical help as per requirement.

Books Display (Latest Books)

Latest arrived books in the library are displayed for fifteen days for users' information.

Program Library Display

Books are displayed according to the time table of respective programs so that participants can get easy access to relevant books.

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.

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.

Facilities Available

Wi-Fi Connectivity

Library is Wi-Fi enabled so that users (internal) can use their own laptops in the library for searching various subscribed databases or for internet browsing.

Multimedia Machines

Four machines in the library are kept for watching VCD / DVD collection and for accessing the online databases subscribed.

Reading Room

At a time almost 60 users can use the reading room for study purpose.

Online Catalogue (OPAC/WebOPAC)

The library database is automated with Libsys software. Through Online Public Access Catalogue users can search the various database pertaining to books, articles indexed from various Journals and news from Bankers' Brief etc. Users can also view the list of books issued on their name, due date, fine if any etc.

Photocopying Facility

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

Membership to other Libraries

NIBM Library has membership to following libraries:

(a) British Council Library, Pune

(b) MCCIA (Mahratta Chamber Of Commerce Industries & Agriculture) Library, Pune

B. Computer Services Centre (CSC)

Computer Services Centre (CSC) at NIBM caters to the computational and IT related needs of the Institute. The Center is equipped with the state-of-the-art computing facilities to support the research, training and consultancy activities of the Institute. Apart from consistent connectivity to the Institutional applications server, the Computer Centre also caters to the Internet Access requirements in the institute as well as Campus-wide network connectivity throughout the campus (including various institutional departments, Academic setup, hostels, residential accommodations, etc.). The institute has a fiber optic network with High End Central Core Switch at the Computer Centre. Entire Administrative Setup is covered by LAN.

Wireless connectivity has already been deployed at total institutional zone, Hostels, Canteen etc. which is controlled from the Computer Centre. Desktop Computers with internet connectivity were also provided in the Hostel Premises for easy computing facility to the participants after office hours. 24x7 Wi-Fi-enabled internet connectivity in the office as well as in the residential premises of the NIBM Campus is also made available to all participants, PGDM Students and employees of the Institute on their own devices on BYOD principle. At present, 100 MBPS Internet Leased Line is in place to facilitate high speed internet through LAN and Wi-Fi.

Computer Centre is housing all these facilities as well as cluster of the office automation servers, firewalls, etc. to cater the institutional requirement - to which more than 250 nodes of NIBM's Local Area Network are connected. All the CSC facilities are backed up by on-line UPS system and diesel generator for 24 hours uninterrupted supply.

Intel-i7 Laptops with multi-media capabilities were provided to the faculty members and other administrative staff members are equipped with Intel i3 Desktops. All the members are provided with individual email-ids for their office work e-mail correspondence.

The Computer Centre manages Annual Maintenance of institutional desktops, laptops, printers and peripherals. Apart from taking care of the Campus network and Internet Access requirements of the Institute, the computer Centre also offers the well-equipped computing facilities in the form of two computer labs equipped with Intel-i3/i5 Desktops, Projection and Audio equipments which are being extensively used during the demonstration/hands-on sessions of our training programs. Both the lab computers are facilitated with the Internet connectivity.

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

Facilitating all these computing and internet facilities in the Institute campus, Computer Centre is treated as one of the prominent component of the institute.

C. Medicare Facilities

There are two doctors and one senior nurse to handle the medicare facilities at the NIBM Campus. The Institute has two medical centers. One in main dispensary which is fully equipped with oxygen, ECG facilities, emergency medicines, etc. and the other is the subsidiary health center at the PGDM block. It is functional for three hours every day during office time.

In addition to providing comprehensive medical care, i.e preventive, promotive and curative services to NIBM faculty, staff, PGDM students and participants (both national and international), the institute has empanelled various large hospitals in the city for providing tertiary medical care. This ensures that timely medical attention is provided to whoever requires it, in an extremely convenient manner.

The doctors provide their personal attention by being directly involved in the diagnostics assignment and follow up. This involves all the processes, from monitoring sample collection, to proper analysis and assessment of the lab results.

International Programme on Role and Functioning of Central Bank
July 02 – 14, 2018



Dr K L Dhingra, Director, NIBM, flanked by Dr G Nagaraju, Dr Jiji T Mathew, Programme Coordinators and NIBM Faculty seated in the first row with programme participants

International Programme on Asset-Liability Management
September 24 – October 06, 2018



Dr K L Dhingra, Director, NIBM, Dr S V Kuvalekar, Prof Sanjay Basu, Programme Coordinators and Dr Dipali Krishnakumar, Faculty, NIBM with participants of ITEC Programme

International Programme on
Corporate Governance and Leadership for Top Executives from the Financial System
December *10 – 15, 2018*



Dr K L Dhingra, Director, NIBM, Dr Kaushik Mukerjee, Prof B V Chaubal, Programme Coordinators
with programme participants

International Programme on Bank Financial Management
January 7 – 19, 2019



Dr K L Dhingra, Director, NIBM, Dr S V Kuvalekar, Prof Sanjay Basu, Programme Coordinators
with participants from various Asian & African countries

International Programme in Banking and Finance
(Focus: Credit Management & International Trade Financing)
March 4 – 16, 2019



Dr K L Dhingra, Director, NIBM, flanked by Dr Smita Roy Trivedi, Dr Elizabeth James, Programme Coordinators and NIBM Faculty seated in the first row with programme participants

7th National Summit on Infrastructure Finance in Association with ASSOCHAM

January 29, 2019



Social Events

Yoga Day





International Women's Day

Birthday Celebrations
– International Participants



Annexures

Annexure I

Organizationwise Number of Participants: 2018–19

	Organization	*No. of Participants*
A.	**RESERVE BANK OF INDIA**	
1.	College of Agri. Banking (RBI)	1
2.	Reserve Bank of India	9
	Sub-Total	**10**
B.	**STATE BANK GROUP**	
1.	State Bank Institute of Credit and Risk Management	2
2.	State Bank of India	77
	Sub-Total	**79**
C.	**PUBLIC SECTOR BANKS**	
1.	Allahabad Bank	123
2.	Andhra Bank	53
3.	Bank of Baroda	69
4.	Bank of India	14
5.	Bank of Maharashtra	29
6.	Canara Bank	313
7.	Central Bank of India	40
8.	Corporation Bank	304
9.	Dena Bank	6
10.	Indian Bank	49
11.	Indian Overseas Bank	246
12.	Oriental Bank of Commerce	45
13.	Punjab and Sind Bank	15
14.	Punjab National Bank	41
15.	Syndicate Bank	68
16.	UCO Bank	166
17.	Union Bank of India	71
18.	United Bank of India	4
19.	Vijaya Bank	67
	Sub-Total	**1723**
D.	**PRIVATE SECTOR BANKS**	
1.	Airtel Payments Bank Ltd.	1
2.	Axis Bank Ltd	81
3.	Bandhan Bank	3
4.	City Union Bank Ltd.	11
5.	DCB Bank Ltd	3
6.	Equitas Small Finance Bank	1
7.	ESAF Small Finance Bank	8
8.	Fincare Small Finance Bank Ltd.	1
9	HDFC Bank Ltd.	7
10.	ICICI Bank Ltd.	5
11.	IDBI Bank Ltd.	58
12.	IDFC First Bank Ltd.	7
13.	India Post Payments Bank Ltd.	4
14.	IndusInd Bank Ltd.	17
15.	Karnataka Bank Ltd.	23
16.	Kotak Mahindra Bank Ltd.	4
17.	Paytm Payments Bank	1
18.	RBL Bank Ltd.	2
19.	Suryoday Small Finance Bank Ltd	2
20.	Tamilnad Mercantile Bank Ltd.	16
21.	The Catholic Syrian Bank Ltd.	14
22.	The Federal Bank Ltd.	12
23.	The Karur Vysya Bank Ltd.	69
24.	The Lakshmi Vilas Bank Ltd.	5
25.	The South Indian Bank Ltd.	30
26.	Ujjivan Small Finance Bank Ltd.	6
27.	UTI Asset Management Co.Ltd.	2
28.	Utkarsh Small Finance Bank	3
29.	YES Bank Ltd.	14
	Sub-Total	**410**
E.	**COOPERATIVE BANKS**	
1.	Abhyudaya Co-operative Bank Ltd.	4
2.	Bassein Catholic Co-op Bank Ltd.	8
3.	Bharat Co-op Bank (Mumbai) Ltd	7
4.	Citizencredit Co-op Bank Ltd.	3

	Organization	No. of Participants
5.	Dombivili Nagari Sahakari Bank Ltd.	3
6.	GP Parsik Sahakari Bank Ltd.	3
7.	Janakalyan Sahakari Bank Ltd.	3
8.	Janata Sahakari Bank Ltd. (Pune)	3
9.	REPCO Bank	3
10.	Saraswat Co-op Bank Ltd.	8
11.	SVC Co-op. Bank Ltd.	30
12.	The Akola Dist. Central Co -op Bank Ltd.	20
13.	The Akola Janata Commercial Co-op Bank	1
14.	The Cosmos Co-op Bank Ltd.	2
15.	The Kalupur Commercial Co-op Bank Ltd.	10
16.	TJSB Sahakari Bank Ltd.	1
	Sub-Total	**109**
F.	**REGIONAL RURAL BANKS**	
1.	Baroda U P Gramin Bank	1
2.	Gramin Bank of Aryavart	10
3.	Himachal Pradesh Gramin Bank	1
4.	Jharkhand Gramin Bank	1
5.	Kashi Gomti Samyut Gramin Bank	1
6.	Kerala Gramin Bank	4
7.	Pragathi Krishna Gramin Bank	2
8.	Pragati Krishna Gramin Bank	1
9.	Prathama Bank	3
10.	Sarva U.P. Gramin Bank	3
11.	Telangana Grameena Bank	2
	Sub-Total	**29**
G.	**FOREIGN BANKS (IN INDIA)**	
1.	Abu Dhabi Commercial Bank PJSC	2
2.	American Express Banking Corp.	5
3.	Bank of Nova Scotia	1
4.	BNP Paribas	1
5.	Citibank NA	1
6.	Commerzbank AG	5
7.	Cooperatieve Rabobank U.A.	5
8.	Credit Agricole CIB Services Pvt. Ltd.	3
9.	DBS Bank Ltd	2
10.	Doha Bank QPSC	3
11.	Hongkong & Shanghai Banking Corp. Ltd	5
12.	HSBC Bank	1
13.	J P Morgan Chase Bank N A	1
14.	KEB Hana Bank	1
15.	Mashreq Bank	2
16.	MUFG Bank Ltd.	4
17.	Qatar National Bank (Q.P.S.C.)	1
18.	Standard Chartered Bank	5
	Sub-Total	**48**
H.	**FOREIGN BANKS (OUTSIDE INDIA)**	
1.	Agrani Bank Limited	10
2.	Al-Arafah Islami Bank Limited	1
3.	Alnile Bank for Commerce & Development	1
4.	Autonomous Sinking Fund	1
5.	Banco Caja Social	1
6.	Bangladesh Bank	108
7.	Bangladesh House Building Finance Corporation	2
8.	Bangladesh Institute of Bank Management	2
9.	Bangladesh Krishi Bank	4
10.	Bank Asia Limited	3
11.	Bank Millie Afghan	1
12.	Bank of Baroda Kenya Ltd.	1
13.	Bank of Bhutan	25
14.	Bank of Ceylon	61
15.	Bank of Ghana	1
16.	Bank of Kathmandu Ltd.	14
17.	Bank of Mauritius	3
18.	Bank of Mozambique	1
19.	Bank of Tanzania	3
20.	Bank of the Republic of Burundi	1
21.	Basic Bank Ltd	1
22.	Belgazprombank, Belarus	1
23.	Bhutan Development Bank Ltd	26
24.	BRAC Bank Ltd.	5
25.	Central Bank of Afghanistan	1
26.	Central Bank of Iraq	2
27.	Central Bank of Kenya	1

	Organization	No. of Participants
28.	Central Bank of Myanmar	1
29.	Central Bank of Sri Lanka	9
30.	Century Commercial Bank Ltd., Nepal	10
31.	Citizens Bank International Ltd.	31
32.	Civil Bank Ltd.	14
33.	CJSC FINCA Bank Kyrgyzstan	1
34.	Commercial Bank of Ceylon - PLC	3
35.	Commercial Bank of Syria	4
36.	Cooperative Bank of South Sudan	1
37.	Credit Bank of Peru	1
38.	Da Afganistan Bank	1
39.	Da Afghanistan Bank	8
40.	Development Bank of Mauritius	2
41.	Development Bank of Seychelles	1
42.	DFCC Bank PLC	2
43.	Diamond Trust Bank Tanzania Limited	1
44.	Eastern Bank Ltd.	3
45.	Financial Institutions Division Ministry of Finance	1
46.	First Security Islami Bank Ltd.	2
47.	Firstrand Ltd.	1
48.	Ghazanfar Bank	5
49.	Global IME Bank Ltd	2
50.	Grenada Cooperative Bank Limited	1
51.	Hamro Bikas Bank Limited	1
52.	Himalayan Bank Ltd.	3
53.	IFIC Bank Limited	14
54.	Investment Corporation of Bangladesh	4
55.	Islami Bank Bangladesh Ltd.	4
56.	Jamuna Bank Limited	1
57.	Janata Bank Limited	34
58.	Janata Bank Nepal Limited	17
59.	JCS Forte Bank, Kazakhstan	1
60.	Joint Stock Commercial Agrobank, Uzbekistan	1
61.	JSC Cartu Bank, Georgia	1
62.	JSC Uzpromstroybank	1
63.	Kumari Bank Limited	3
64.	Land Bank of the Philippines	1
65.	Laxmi Bank Ltd., Nepal	5
66.	Machhapuchchhre Bank Ltd., Nepal	4
67.	Maldives Monetary Authority	2
68.	Mauritius Civil Ser. Mutual Aid Asso. Ltd, Mauritius	2
69.	Mercantile Bank Limited, Bangladesh	5
70.	Min. of Finance, Bangladesh	1
71.	Min. of Finance, Mauritius	1
72.	Ministry of Agriculture, Guinea	1
73.	Ministry of Economy and Finance, Madagascar	1
74.	Ministry of Economy and Finance, Peru	1
75.	Ministry of Economy and Finance, Morocco	3
76.	Ministry of Finance and Budget, Madagascar	1
77.	Ministry of Finance and Economic Development	4
78.	Ministry of Finance and Planning, Juba, South Sudan	2
79.	Modhumoti Bank Ltd.	1
80.	Mutual Trust Bank Ltd.	2
81.	Nabil Bank Ltd.	15
82.	National Audit Chamber, Khartoum	1
83.	National Audit Office	1
84.	National Bank of Cambodia	5
85.	National Bank of Egypt	1
86.	National Bank of Oman	3
87.	National Bank of Samoa Ltd.	2
88.	National Reserve Bank of Tonga	1
89.	National Savings and Credit Bank	3
90.	Nepal Bank Limited	58
91.	Nepal Investment Bank Ltd	42
92.	Nepal Rastra Bank	3
93.	NMB Bank Limited	25
94.	NRB Bank Limited, Bangladesh	1
95.	NRB Global Bank Limited, Bangladesh	1
96.	Om Development Bank Ltd.	3
97.	One Bank Limited, Bangladesh	1

Organization	*No. of Participants*
98. Pashtany Bank, Afghanistan	2
99. People's Bank	52
100. People's Own Savings Bank	1
101. Peoples' Bank Staff Training College	4
102. Prabhu Bank Ltd.	2
103. Prime Bank Ltd., Bangladesh	1
104. Raw Bank, Congo (DRC)	1
105. Rupali Bank Ltd.	5
106. Sanima Bank Ltd	9
107. Seylan Bank PLC	3
108. Sharjah Islamic Bank, UAE	1
109. Siddhartha Bank Ltd	43
110. Sonali Bank Limited	198
111. Standard Bank Ltd.	2
112. Sunrise Bank Ltd	9
113. Superintendencia de Banca , Seguros y AFP, Peru	2
114. Tajik Credit Support Partner LLC	1
115. Techcombank of Vietnam	1
116. Tengri Bank JSC, Kazakhstan	1
117. The City Bank Ltd., Bangladesh	4
118. The First Micro Finance Bank, Tajikistan	2
119. Uttara Bank Ltd.	2
Sub-Total	**1020**
I. FINANCIAL INSTITUTIONS	
1. Andhra Pradesh State Financial Corporation	32
2. Export-Import Bank of India	38
3. IFCI Ltd.	37
4. National Bank for Agriculture and Rural Development (NABARD)	75
5. National Insurance Company Ltd.	1
6. Small Industries Development Bank of India (SIDBI)	19
7. Small Industries Development Bank of India (SIDBI)	1
8. STCI Finance Limited	4
9. UTI AMC Ltd.	2
Sub-Total	**209**

Organization	*No. of Participants*
J. NON-BANKING FINANCE COMPANIES	
1. Care Risk Solutions Private Limited	3
2. Caspian Impact Investment Adviser Private Limited	3
3. Citicorp Services Pvt. Ltd.	1
4. CreditAccess Grameen Limited	1
5. Edelweiss Finance & Investments Limited	1
6. India Infrastructure Finance Co. Ltd.	1
7. J P Morgan India Private Ltd	1
8. Jeetjatan Services Pvt. Ltd. (NBFC)	1
9. Life Insurance Corpn of India	8
10. Manappuram Finance Limited	2
11. National Housing Bank	8
12. PNB Gilts Ltd.	2
13. The New India Assurance Co Ltd	3
14. Tourism Fin. Corpn. of India Ltd.	3
15. Volkswagen Fin Pvt Ltd	2
Sub-Total	**40**
K. CENTRAL/STATE GOVT. BODIES	
1. Army Postal Service	2
2. Dept of Post	22
3. Indian Statistical Service (ISS)	28
4. Ministry of Economy & Planning, Angola	4
5. Palestine Monetary Authority PMA	1
6. Pension Fund Regulatory & Development Authority	3
Sub-Total	**60**
L. OTHER ORGANISATIONS	
1. Aangan Women Saving & Credit Co-operative Ltd.	1
2. Accountability State Authority	2
3. Anmol Saving & Credit Co-op. Ltd.	2
4. Anukul Agriculture Cooperative Society Ltd.	1
5. B Prakash & Associate	2
6. Bankers Institute of Rural Development (BIRD)	2
7. Basubarna SACCOSS	1
8. CARE Ratings Ltd.	1

	Organization	*No. of Participants*
9.	Centre for Management Development	1
10.	Clearcorp Dealing Systems (India) Limited	3
11.	Credit Agricole Corporate & Investment Bank	5
12.	Department of Co-operative Development	2
13.	Diwan of Royal Court	2
14.	ECGC Ltd.	67
15.	Exlytics Ltd.	1
16.	Finance Planning Division of the People's Committee of Kien An District	1
17.	HCL Technologies Ltd.	3
18.	Indian Banks' Association	1
19.	Indian Oil Corpn Ltd	2
20.	Insurance Regulatory & Dev. Authority of India	5
21.	Jayalaxmi Agriculture Co-operative Society Ltd.	2
22.	Jaybhimsen Saving & Credit Co-op. Ltd.	1
23.	Joint Stock Company ElTech SPb	1
24.	Ministry of Health	1
25.	Ministry of Technical Education and Vocational Training	2
26.	Ministry of Trade	2
27.	Multipurpose Cooperative Society Ltd.	2
28.	Nairobi County Government	1
29.	Nyala University	1
30.	Public Co-op.Ltd.	1
31.	Radiant Consulting	1
32.	SAS Institute (India) Pvt. Ltd.	29
33.	SBI DFHI Ltd	7
34.	Sinchahity Saving & Credit Co-operative Ltd.	1
35.	Social and Resources Development (SARD)	5
36.	Societe Generale	10
37.	State Audit Office of the Kingdom Thailand	1
38.	Sultan Qaboos University Hospital	1
39.	Superintendencia De Bancos	1
40.	The Clearing Corporation of India Ltd.	4
41.	Thyaka Saving & Credit Co-op.Ltd.	1
42.	Triveni Co-operative Ltd.	1
43.	University of Belize	1
44.	University of Zagreb	1
45.	Unnat Agriculture Co-operative Ltd.	1
46.	Xavier Institute of Management (XIMB)	1
	Sub-Total	**185**

Grand Total Number of Participants 3922

Annexure II

Countrywise Number of Foreign Participants: 2018–19

	Country	*No. of Participants*
1.	Afghanistan	18
2.	Angola	4
3.	Bangladesh	423
4.	Belarus	1
5.	Belize	1
6.	Bhutan	51
7.	Burundi	1
8.	Cambodia	5
9.	Cameroon	1
10.	Colombia	1
11.	Congo (DRC)	1
12.	Croatia	1
13.	Egypt	3
14.	Georgia	1
15.	Ghana	1
16.	Grenada	1
17.	Guatemala	1
18.	Guinea	1
19.	Iraq	2
20.	Kazakhstan	2
21.	Kenya	3
22.	Kyrgyzstan	1
23.	Madagascar	4
24.	Maldives	2
25.	Mauritius	8
26.	Morocco	3
27.	Mozambique	1
28.	Myanmar	1
29.	Nepal	328
30.	Nigeria	1
31.	Oman	7
32.	Palestine	1
33.	Peru	4
34.	Philippines	1
35.	Russian Federation	1
36.	Samoa	2
37.	Seychelles	1
38.	South Sudan	3
39.	Sri Lanka	140
40.	Sudan	3
41.	Syria	4
42.	Tajikistan	3
43.	Tanzania	4
44.	Thailand	1
45.	Tonga	1
46.	Tunisia	2
47.	Uganda	1
48.	United Arab Emirates	1
49.	Uzbekistan	2
50.	Viet Nam	2
51.	Zambia	3
52.	Zimbabwe	5
	Total Number of Participants	***1064***

Annexure III

Papers/Articles Published and Working Paper by the Faculty: 2018–19

A. Published Papers and Articles

1. **Ateeque Shaikh; Sharma, D; Vijayalakshmi, A & Yadav, R S** (2018), "Fairness in Franchisor-Franchisee Relationship: An Integrative Perspective", *Journal of Business & Industrial Marketing,* Vol. 33, Issue 4, pp. 550-562.
   It is a A category journal in the ABDC journal quality list. The paper is ranked, 2nd in the ABS rank 2, Emerald Journal).

2. **Priya, R; Gandhi, A V & Shaikh, Ateeque** (2018), "Mobile Banking Adoption in an Emerging Economy: An Empirical Analysis of Young Indian Consumers", *Benchmarking: An International Journal,* Vol. 25, Issue 2, pp. 743-762. It is a A category journal in the ABDC journal quality list.

3. **Smita Roy Trivedi** (2019), "The Moses Effect: Can Central Banks Really Guide Foreign Exchange Markets?", *Empirical Economics,* A Springer Publication (online first edition). Link for the article: https://link.springer.com/article/10.1007/s00181-019-01671-y. It is a A category journal in the ABDC journal quality list.

4. **Kaushik, Mukerjee & Shaikh A** (2018), "Impact of Customer Orientation on Word-of-Mouth and Cross-Buying", Marketing Intelligence & Planning (paper accepted for publication, It is a A category journal in the ABDC journal quality list.

5. **Kedar nath, Mukherjee** (2019), "Demystifying Yield Spread on Corporate Bonds Trades in India", *Asia-Pacific Financial Markets,* Vol. 26, pp. 253-284. URL: https://doi.org/10.1007/s10690-018-09266-w. It is a C category journal in the ABDC journal quality list.

6. **V S Kaveri and Dipali Krishnakumar** (2018), "The Insolvency and Bankruptcy Code, 2016: Understanding the Resolution Process", *Vinimaya,* Vol. 39, Issue 2.

7. **Anil Vaidya & Deepankar Roy** (2018), "Banks are Donning New Structures", *The Business and Management Review,* Volume 9, No. 4, 2018.

8. **Richa Verma Bajaj** (2018), "Credit Risk Capital Estimation under IRB approach for Banks in India", *Journal of Quantitative Economics*, Springer publication, The Indian Econometric Society (TIES), Vol. 16 (2), pages 475-500, June 2018.

B. Conference Presentations

1. **Sarita Bhatnagar,** "Demystifying the Role of Cooperative Banks in Financial Inclusion: Study on Emerging Microfinance Business Models from India", Thirteenth International Conference on Public Policy and Management organized by Indian Institute of Management, Bangalore, August 23-25,2018.

2. **Dipali Krishnakumar & Madhvi Sethi,** "Reaction of Equity Markets to Introduction of Central Bank Schemes and Government Regulations for NPA Management in India", International Conference on Advances in Business Management- ICABM at Symbiosis Institute of Business Management, Pune, December 14-15, 2018.

3. **Smita Roy Trivedi,** "Impact of Currency Based Macro Prudential Norms on Capital Inflows", 2nd FLAME International Conference on Growth, Development, and Sustainability, March 1-2, 2019.

4. **Richa Verma Bajaj, Gargi Sanati & Chetan Lodha,** "Revisiting The Determinants of NPAs And Recovery For Public And Private Sector Banks In India: A Comparative Analysis", 2nd FLAME International Conference on Growth, Development, and Sustainability, organized by FlAME University, Pune, The Indian Econometric Society, and Wage Indicator Foundation, Netherlands, March 1-2, 2019.

D. Case Studies

1. **Deepankar Roy,** "DR Bank: Driving Growth through Digital Transformation"published by ET Cases, published in May 17, 2018.

Annexure IV

Institute Personnel 2018-19

(as on March 2019)

Dr K L Dhingra	**Director**
Faculty	**Areas of Interest**
Prof Rajiv Abhyankar	Planning & Development in International Banking, International Trade & Finance, Fixed Income & Money Markets, Foreign Exchange
Prof Siddharth Kumar Bajpai	Finance
Dr Arindam Bandyopadhyay	Finance; Credit Risk; Corporate Financing Pattern
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 B V Chaubal	Global Markets, HR, Stressed Assets, Vigilance, Credit, General Banking
Prof Tasneem Chherawala	Finance
Dr Rakesh Gupta	Finance
Prof Dinesh Jain	Agribusiness, Entrepreneurship, Economics, Agricultural Finance, Microfinance, and Financial Inclusion, Agri and Rural Marketing, Environment and Sustainable Development
Dr Elizabeth James	Corporate Finance; Working Capital Management; Credit Analysis and Management
Prof Harish Kant Kaushik	Finance
Prof Jayant Keskar	Money, Banking and International Finance
Dr Dipali Krishnakumar	Finance/Accounting/IFRS/Mergers and Acquisitions/ Corporate Finance
Dr Naveen Kumar K	Development Economics: Development Banking and Finance; Microfinance; Micro-Insurance; Micro-Enterprises Development
Dr S V Kuvalekar	Financial Markets, Investment Banking, Financial Services, Corporate Finance and Accounting
Dr M Manickaraj	Equity Investment Management; Credit Analysis; Financing SMEs; Carbon Finance
Dr Jiji T Mathew	Central Banking and Monetary Policy; Macroeconomic and Financial Market Linkages; Global Financial Markets; Financial Crisis
Dr Kedar nath Mukherjee	Finance; Fixed Income Markets; Market Risk; Financial Derivatives

Dr Kaushik Mukerjee	Strategic Management, Corporate & Business Strategy, Customer Focus, Product & Brand Management, CRM
Dr G Nagaraju	Monetary Economics; Macro-Econometric Modelling; International Finance
Dr Badrinarayan Pawar	Organizational Behaviour, Workplace Spirituality, Transformational Leadership, Organizational Justice, OB Interventions for Enhancing Employee Performance and Well being
Prof Anjan Roy	Strategic Planning, Management and Control; Corporate Strategy; Industry Analysis; Organizational Structure; Business Process Analysis; Knowledge Creation and Management
Dr Deepankar Roy	Information Technology; Payment Systems; Operations Research
Dr Smita Roy Trivedi	International Banking; Measurement of Bank Profitability; Central bank Intervention in Foreign Exchange Markets; Financing International Trade
Dr Gargi Sanati	Macrofinance; International Trade Finance; Foreign Exchange Market; Exchange Arithmetic; Forex Derivatives, Forex Trading
Prof Ateeque Shaikh	Distribution Channels, Relationship Marketing, Franchising, Rural Marketing, Cooperatives and Producer Companies
Dr Shomi Srivastava	Human Resource Management; Organizational Behaviour
Dr Alka Vaidya	Data Warehousing; Business Intelligence
Dr Richa Verma Bajaj	Risk Management (Credit and Operational Risk); Credit Management

Administrative Support Personnel

Soni Philip	Chief Administrative Officer
Anagha P Kotwal	Accounts Manager
Shainaz Baig	Executive Officer – Publications
Antoniette D'souza	PA to Director
Dilip Dhamankar	Executive Officer – PGDM
Rosamma Peter	Executive Officer – EDP
Bhakti R Gole	Library Incharge

Medical Team

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

Annexure V

Visits Abroad by Faculty Members: 2018–19

1.	K L Dhingra	:	**Bangaladesh** Promotion of NIBM programmes in Dhaka July 1 – 5,2018
		:	**Sri Lanka** Promotion of NIBM programmes in Colombo Jul 15 – 19, 2018
		:	**Germany** Promotion of NIBM Programmes in Frankfurt August 15 – 20, 2018 Meeting at Frankfurt School of Finance and Management (FSFM). August 16, 2018 To deliver Valedictory Address to participants of Customised Programme on Bank Supervision and Risk Management for Senior Executives of NABARD August 17, 2018
		:	**Nepal** Promotion of NIBM programmes in Katmandu November 12 – 15, 2018
		:	**Bhutan** Promotion of NIBM programmes in Bhutan January 14 – 17, 2019
2.	Arindam Bandyopadhyay	:	**Bangaladesh** Promotion of NIBM programmes in Dhaka July 1 – 4, 2018
3.	S V Kuvalekar	:	**Sri Lanka** Promotion of NIBM programmes in Colombo Jul 15 – 18, 2018
		:	**Germany** Customised Programme on Bank Supervision and Risk Management for Senior Executives of NABARD, Frankfurt August 13 – 18, 2018

		:	**Nepal** Promotion of NIBM programmes in Katmandu November 11 – 14, 2018
		:	**Bhutan** Promotion of NIBM programmes in Bhutan January 14 – 16,19
4.	B S Pawar	:	**Germany** Dual Country Programme on Leadership for Excellence in Banking and Finance, Frankfurt July 23 – 27, 2018

Conferences, Seminars and Programmes Attended in India by Faculty Members: 2018–19

1. K L Dhingra	:	**Mumbai** Attended 90th Foundation Day Celebration & Convocation of Advanced Management Programme of IIBF. April 27, 2018
	:	**Pune** Attended SEACEN Sprinboard Leadership Course: Becoming a Learner Leader at J W Marriott Hotel - Invitation from RBI. May 10, 2018
	:	**Mumbai** Attended 9th R K Talwar Memorial Lecture by Dr Bibek Debroy, Member, Niti Aayog at SBI Auditorium organised by IIBF. August 8, 2018
	:	**New Delhi** Attended India Banking Conclave - 2018. Invitation from Centre for Economic Policy Research (CEPR). August 23 and 24, 2018.
	:	**Mumbai** Attended International Conference, IIBF Conference: 2018 on Banking Stepping into the Next Decade, followed by Sir PTM Lecture by Dr Tarun Khanna, Jorge Paulo Lemann Professor, Harvard Business School. September 25, 2018.
	:	**Mumbai** Attended State Bank of India's First FINTECH Conclave. December 11, 2018.
	:	**Pune** Guest of Honour for the Convocation of the 34th Batch of PGDM students of MIT School of Business. February 9, 2019.
	:	**Pune** CAB Pune Golden Jubilee Lecture Series - Inaugural Lecture by Dr. A Vasudevan, former Executive Director, RBI February 13, 2019
2. Alka Vaidya	:	**Navi Mumbai** Course on R Analytics in C-Dac April 12 – 14, 2018
	:	**Mumbai** Presentation at SBI on Employees Engagement Survey July 11, 2018

3. Tasneem Chherawala	:	**Navi Mumbai** Course on R Analytics in C-Dac April 12 – 14, 2018
4. B S Pawar	:	**Mumbai** Presentation at SBI on Employees Engagement Survey July 11, 2018
5. Siddharth Bajpai	:	**Mumbai** IBA Banking HR Conclave – Conference Enthuse-Empower-Enrich July 27, 2018
6. Sarita Bhatnagar	:	**Bangalore** Paper presentation in International Conference on Public Policy and Management at the Centre For Public policy August 23 – 25, 2018
7. Sanjay Basu	:	**New Delhi** CEPR's India Banking Conclave 2018 August 23 – 24, 2018
8. M Manickraj	:	**Bangalore** 30th AIMS Annual Management Education Convention 2018 September 1, 2018
9. Deepankar Roy	:	**Mumbai** Fintech Convergence Council (FCC) event on Banks and Fintech: From Competition to Coopetition October 22 – 24, 2018
	:	**Mumbai** Advisory Committee Meeting held by IBEX India 2019 October 28, 2018
	:	**New Delhi** Workshop to deliberate on the key learnings from the Online Course on Digital Payments FICCI in collaboration with NITI Aayog November 12, 2018
	:	**Mumbai** IBEX India Conference January 23, 2019
10. Dipali Krishnakumar	:	**New Delhi** IBBI Annual Day inaugural lecture by Insolvency and Bankruptcy Board of India October 1, 2018
11. G Nagaraju	:	**Ahmedabad** Case Method Teaching Seminar organized by Harvard Business Publishing December 12 – 13, 2018

12. Richa Verma Bajaj	:	**Mumbai** Presentation for RBI Scholarship Scheme for Faculty Members February 20, 2019
	:	**Pune** Presentation at Flame University March 1, 2019
13. Gargi Saniti	:	**Pune** Presentation at Flame University March 1, 2019
14. Smita Roy Trivedi	:	**Pune** Presentation at Flame University March 1, 2019

Annexure VII

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. Union Bank of India
17. United Bank of India
18. UCO Bank
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. The Federal Bank Ltd.
6. The Jammu & Kashmir Bank Ltd.
7. The Abhyudaya Cooperative Bank Ltd.
8. The Saraswat Cooperative Bank Ltd.
9. The Karur Vysya Bank Ltd.
10. Yes Bank
11. The South Indian Bank Ltd.
12. Tamilnad Merchantile Bank Ltd.
13. ESAF Small Finance Bank

Statement of Accounts for the Year 2018–19

National Institute of Bank Management

KIRTANE & PANDIT LLP

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, 2019

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. 667.48 lakh.
(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 GST per month. According to explanation given to us, the Institute has made an application to the Charity Commissioner for granting permission and the same is awaited.
(l)	Any special matter which the auditor may think fit or necessary to bring to the notice of the Deputy or Assistant Charity Commissioner.	Please refer 'Notes' below & compliances pursuant to Circular No. 364 dated October 31, 2013 issued by Charity Commissioner, Maharashtra State, Mumbai. (Attached vide 'Annexure A')
(m)	All cases of irregular, illegal or improper expenditure or failure or commission to recover monies or other property belonging to the public trust or of loss or waste of money or other property there or and whether such expenditure, failure commission or waste was caused in consequence of breach of trust or misapplication or any other misconduct on the part of the trustees or any person while in the management of the trust.	There are no cases of irregular, illegal or improper expenditures.
(n)	Whether the budget has been filed in the form provided by rule 16 A	YES FILED ON 11/03/2018

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

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

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

Sd/----------

Parag Pansare
Partner
Membership No.117309
UDIN: 19117309AAAAPC4281

Pune, September 27, 2019

Notes to Auditor's Report for the year ended March 2019

ANNEXURE A

1. Outstanding Income and Contributions, other than Interest on Fixed Deposit with Bank are subject to confirmations, reconciliations and consequential adjustments, if any.
2. The institute needs to carry out scrutiny of dues from member banks which are outstanding for more than one year amounting to Rs. 667.48 lakhs, and should expedite the process of recovery. The Institute has not ascertained provision required, if any, in respect of these receivables (Ref. Note No. 8 of Schedule 8, Notes to Accounts)
3. Refer 'Note No. X of Schedule 8, Notes to Accounts. The Institute has filed appeal with various income tax authorities.

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

Sr. No.	*A.Y*	*Demand Served for Rs.*	*Current Status*
1	2008-09		Appeal filed with the Income Tax Appellate Tribunal, Mumbai Bench, Mumbai.
2	2013-14	Order treating an amount of Rs. 5,69,87,150/- as business income received.	Appeal filed with the Income Tax Appellate Tribunal, Mumbai Bench, Mumbai.
3	2014-15	97,57,040/-	Appeal filed with the Income Tax Appellate Tribunal, Mumbai Bench, Mumbai.
4	2015-16	97,16,250/-	Appeal filed with the Commissioner of Income Tax (Appeals)
5	2016-17	3,28,57,073/- + Interest	Appeal filed with the Commissioner of Income Tax (Appeals)
6	2017-18	17,13,22,421/-	Appeal filed with the Commissioner of Income Tax (Appeals)

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

For KIRTANE & PANDIT LLP

CHARTERED ACCOUNTANTS

As at 31.03.2018	*Funds & Liabilities*	*Schedule*	*As at 31.03.2019*	
Rs.			Rs.	Rs.
	NIBM Trust/Corpus Fund			
107,693,523	Balance as per last Balance Sheet		111,736,027	
4,042,504	Add: Interest allocated during the year		3,519,400	115,255,427
111,736,027				
	General Fund			
717,594,242	Balance as per last Balance Sheet		800,248,771	
86,253,385	Add : Surplus during the year transfered from Income & Expenditure		159,358,191	
128	Add : House Furnishing and Conveyance Fund		–	
–	Add : House Furnishing and Conveyance Loan Balance		64,530	
13,328, 406	Add : Salaries Revision Fund		–	
817,176,161			959,671,493	
16,927,389	Less : Transferred to Sinking Fund for Depreciation		13,378,445	
–	Less : Transferred to Employees' Welfare Fund		1,214,775	945,078,273
800,248,771				
	Fund-Upgradation of NIBM			
695,107,418	Balance as per last Balance Sheet		744,727,103	
11,022,470	Add: Contribution from Member Banks towards Non-Recurring Expenses		6,477,628	
38,597,215	Add: Interest on Deposits		32,854,073	784,058,804
744,727,103				
	Employees' Welfare Fund			
1,551,008	Balance as per last Balance Sheet		1,609,228	
–	Add: Contribution received during the year		1,214,775	
58,220	Add: Interest allocated during the year		50,686	2,874,689
1,609,228				
	Sinking Fund for Depreciation			
75,452,485	Transfer from General Fund		95,212,143	
16,927,389	Add: Transfer from General Fund during the year		13,378,445	
2,832,269	Add: Interest allocated during the year		2, 998,940	111,589,528
95,212,143				
	NIBM Publications Fund			
26,075,838	Transfer from General Fund		28,026,078	
1,950,240	Add: Interest allocated during the year		1,811,132	29,837,210
28,026,078				
	PGDM Fund			
64,370,184	Opening Balance		69,638,160	
5,867,976	Add: Interest on Deposit		4,681,838	
70,238,160			74,319,998	
600,000	Less: Merit-cum-Means Loan Scholarship		800,000	73,519,998
69,638,160				
1,851,197,510	c/f			2, 062,213,928

Accounts
Bank Management
as at 31st March, 2019

As at 31.03.2018	*Properties & Assets*	*Schedule*		*As at 31.03.2019*
Rs.			Rs.	Rs.
137,297,920	**Fixed Assets**	1		130,396,117
10,968,224	**Capital Work in Progress**			16,578,101
	Investments			
89,689	3076.814 units under UTI Balanced Fund (*Note :* 3076.814 units valued at NAV of Rs. 29.1499/unit)		–	–
	Current Assets, Loans & Advances			
224,788,170	Other Current Assets	2	194,727,322	
	(Outstanding Income)			
385,627	Advances : Employees		128,699	
36,210	: Others		87,754	
2,531,250	: Scholarship		1,485,000	
–	Conveyance Loan		15,240	
–	House Furnishing Loan		26,250	
2,906,341	Other Deposits		2,876,721	
4,723,556	Income Tax Paid under Protest		4,723,556	
5,249,339	Prepaid Expenses		8,938,972	
	Duties & Taxes			
184,311,118	For Tax Deducted at Source		191,302,848	
	For Goods & Service Tax		11,672,377	415,984,739
424,931,611				
	Cash & Bank Balances			
	A) Cash & Stamps on Hand			
5,361	(i) Cash in Hand		9,944	
110,194	(ii) Postal Stamps		146,938	
3,208,774	B) In Current Accounts with Banks		14,164,277	
1,731,334	C) In Current Accounts with Banks (Earmarked for various Funds per contra)		5,175,198	
12,592	D) In Current Account with Bank (Earmarked for Campus Development Fund)		11,943	
	E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)			
612,878,539	General Fund	698,891,424		
70,384,736	Leave Encashment Fund	72,923,236		
53,974,390	PGDM Fund	60,817,979		
554,673,878	Fund – Upgradation of NIBM	621,003,022		
90,301,004	NIBM Corpus Fund	97,583,844		
21,864,587	NIBM Publication Fund	24,476,371		
1,300,520	Employees' Welfare Fund	1,405,408		
63,266,898	Sinking Fund for Depreciation	83,152,830	1,660,254,114	1,679,762,413
1,468,644,552				
1,473,712,808				
2,047,000,252	c/f			2,242,721,371

As at 31.03.2018	*Funds & Liabilities*	*Schedule*	*As at 31.03.2019*	
Rs.			Rs.	Rs.
1,851,197,510	b/f			2,062,213,928
	Salaries Revision Fund			
13,328,406	Opening Balance		–	
13,328,406	Less: Transferred to General Fund		–	
–				
	Leave Encashment Fund			
83,941,261	Opening Balance		83,498,992	
–	Add: Provision for contribution during year		2,085,871	
3,346,506	Add: Interest received during the year		3,784,345	
3,788,775	Less: Payments made during the year		4,924,299	84,444,909
83,498,992				
	Current Liabilities and Provisions			
70,599,581	For Expenses		43,290,055	
1,500,000	For Doubtful Debts		–	
9,000,203	For Other Deposits		12,733,773	
18,171,960	For Income Received in Advance		20,099,240	
	Duties & Taxes			
4,921,967	For Tax Deducted at Source		351,080	
	For Goods & Service Tax		14,180,873	
3,108,039	For 7th CPC pay revision		405,512	
2,000	For PGDM Loan Scholarship Fund		2,000	
5,000,000	For New Initiatives/Ventures		5,000,000	96,062,533
112,303,750				
2,047,000,252				2,242,721,371

Significant Accounting Policies 8

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

sd/-
Parag Pansare
(Partner)
Membership No. 117309
Pune
Dated : 27 SEP 2019

sd/-
K L Dhingra
(Director)

Accounts
Bank Management
as at 31st March, 2019

As at 31.03.2018	*Properties & Assets*	*Schedule*	*As at 31.03.2019*
Rs.			Rs. Rs.
2,047,000,252	b/f		2,242,721,371
2,047,000,252			2,242,721,371

sd/-
Soni P Philip
(Chief Administrative Officer)

sd/-
Anagha Kotwal
(Accounts Manager)

Year ended 31.03.2018	*Expenditure*	*Schedule*	*Year ended 31.03.2019*	
Rs.			Rs.	Rs.
35,419,141	Expenses in Respect of Properties	5		34,401,773
85,775,102	Establishment Expenses	6		84,337,184
	Auditor's Remuneration			
85,000	Audit Fees		85,000	
10,000	In other Capacity (Provident Fund)		10,000	95,000
95,000				
14,518,499	Depreciation	1	13,378,445	
2,408,890	Write-off on Furnishing		23,473	
16,927,389				13,401,918
136,009,509	Expenditure on Objects of the Trust – (Educational)	7		124,664,870
251,817	Assets Written off			–
86,253,385	Surplus Transferred to General Fund			159,358,191
360,731,342				416,258,936

Significant Accounting Policies 8

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 : 27 SEP 2019

Bank Management
for the Year Ended 31st March, 2019

Year ended 31.03.2018	*Income*	*Schedule*	*Year ended 31.03.2019*	
Rs.			Rs.	Rs.
51,901,701	Interest – FDR/SDR/Other Instrument			77,523,119
	Contributions from			
18,678,800	Ordinary Member Banks	3		18,646,092
1,800,000	Associate Member Banks/Financial Institutions	4		1,800,000
169,440	Maintenance Charges			169,440
113,654	Miscellaneous Income			257,451
–	Receipts against Provision for Income not Received			25,077
7,233	Appreciation of UTI Bonds			–
	Fees Income			
196,332,350	Training Programme		195,020,027	
80,670,500	PGDM		117,272,141	312,292,168
277,002,850				
10,843,955	Sponsored Research			5,347,337
	Income from Publications			
74,323	Books		65,942	
91,710	Journal Prajnan		86,760	
47,676	House Journals		45,550	198,252
213,709				
360,731,342				416,258,936

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.

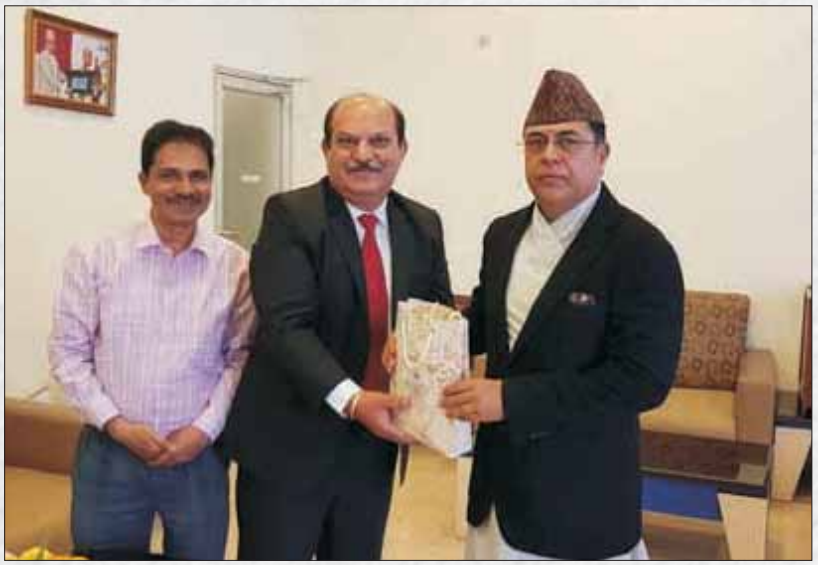
Periodicity: Quarterly (April, July, October and January)

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)

Visit to Neighbouring Countries



Director Dr K L Dhingra,
Dr S V Kuvalekar, Associate Dean-Training
with the Dr Chiranjibi Nepal, Governor,
Nepal Rashtra Bank



Director Dr K L Dhingra,
Dr S V Kuvalekar, Associate Dean-Training
with the Mr Dasho Penjore, Governor,
Royal Monitory Authority, Bhutan



Director Dr K L Dhingra,
Dr S V Kuvalekar, Associate Dean-Training
with the Mr Kuenga Jurmi, CEO,
Financial Institutions Training Institute Ltd.
Bhutan

49th NIBM Foundation Day Celebrations...
September 24, 2018





Milestone – Release of Golden Jubilee Logo and My Stamp with Special Cover



Song, Music, Fun, Laughter – Celebrations !!