ANNUAL REPORT

2019 – 20



National Institute of Bank Management
Pune



Dignitaries on the Dais: Governor, RBI and Chairman of NIBM Governing Board, Shri Shaktikanta Das, Hon'ble President of India, Shri Ram Nath Kovind, First Lady, Mrs Savita Kovind and Hon'ble Governor of Maharashtra, Shri Bhagat Singh Koshyari.



Dignitaries Released – NIBM Coffee Table Book.

Annual Report

2019–20

National Institute of Bank Management

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Contents

- **Introduction** 5
- **RESEARCH**
  - *Research Projects in Progress* 9
- **CONSULTANCY**
  - *Consultancy Projects Completed* 11
  - *Consultancy Projects in Progress* 12
- **TRAINING**
  - *Programmes, Workshops and Conferences* 14
  - *Post Graduate Diploma in Management (Banking & Financial Services) PGDM (B&FS)* 25
  - *Online Certification Courses* 29
- **Publications** 30
- **Collaboration and Association with Other Organizations** 32
- **Other Activities** 35
- **Golden Jubilee Celebrations** 41
- **ANNEXURES**
  - I. Organizationwise Number of Participants 45
  - II. Countrywise Number of Foreign Participants 51
  - III. Papers/Articles Published and Conference Presentations by the Faculty 52
  - IV. Institute Personnel 53
  - V. Visits Abroad by the Faculty Members 55
  - VI. Conferences, Seminars and Programmes Attended in India by the Faculty Members 56
  - VII. Member Banks and Associate Member Banks/Institutions 57
- **Statement of Accounts for the Year 2019-20** 59

NIBM Governing Board

(as on March 31, 2020)

Shri Shaktikanta Das
Governor
Reserve Bank of India
Chairman
NIBM Governing Board

Dr M D Patra
Deputy Governor
Reserve Bank of India
Mumbai

Smt Nanda S Dave
Executive Director
Reserve Bank of India
Mumbai

Shri H N Panda
(Special Invitee)
Chief General Manager (CSBD)
Reserve Bank of India
Mumbai

(Vacant)
Managing Director & Chief Executive Officer
Bank of India
Mumbai

Shri Karnam Sekar
Managing Director & Chief Executive Officer
Indian Overseas Bank
Chennai

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

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

Shri Rajnish Kumar
Chairman
State Bank of India
Mumbai

Shri Pallav Mohapatra
Managing Director & Chief Executive Officer
Central Bank of India
Mumbai

(Vacant)
Managing Director & Chief Executive Officer
Allahabad Bank
Kolkata

Shri Amitabh Chaudhry
Managing Director & Chief Executive Officer
Axis Bank
Mumbai

Ms Zarin Daruwala
Chief Executive Officer, India
Standard Chartered Bank
Mumbai

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

Prof M S Sriram
Chairperson
Centre for Public Policy, IIM Bangalore
Bengaluru

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

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

Introduction

Introduction

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

The Institute has since developed and implemented programmes that would assist the banks to build 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

Post-Graduate Diploma in Management (Banking & Financial Services)

The Institute introduced a Post-Graduate Programme in Banking and Finance (PGPBF) of one year's duration, from the academic year 2003-04. 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.

AICTE granted the recognition to the programme in April 2013. PGPBF is now renamed as Post-Graduate Diploma in Management (PGDM) (B&FS) in Banking and Financial Services..

In all sixteen batches numbering 939 students have since passed from the Post-Graduate Programme successfully and all of them are well placed in banks and financial institutions. The PGDM 2018-20 batch consisted of 118 students.

The Convocation of the 2018-20 batch has been postponed to a later date due the COVID 19 pandemic crisis.

NIBM continued the tradition of 100 per cent placement and all the students in the PGDM (2018-20) batch are placed. In all twenty nine banks, financial institutions, consultants and IT companies participated in campus placement. They were:

HDFC, Airtel Payments Bank, CRIF, Auronova Consultants, Aptiva, Money Boxx, Accenture, Federal Bank, KPMG, Axis Bank, HSBC, CRISIL,Ujjivan Small Finance Bank, Grant Thornton, Bandhan Bank, Wipro, SREI, Yes Bank, CARE Risk Solutions, Surya Software Pvt. Ltd, ICICI, CARE Ratings, HDFC Credila, IDBI Bank, AU Small Finance Bank, South Indian Bank, Kotak Mahindra Bank, IDFC First Bank

Students were recruited across all the major verticals and profiles, i.e. Basel Analyst, Product Risk Analyst, Operations, Risk Management, Credit Risk, Internal Audit, Risk Analytics, Market Risk, Cyber Security Process & Audit, Cyber Security Technical, Operations-Credit Management, Project Management, Product Management, Key Asset Management. The highest and Median CTC per annum offered were Rs. 22 lakh and Rs. 9.67 lakh respectively.

E-certification Courses

On the directives of Reserve Bank of India on September 30, 2017, NIBM launched the certification courses, in the four areas *viz.,* Credit Management, Risk Management, Treasury Management, and Accounts & Audit. IBA shortlisted NIBM as one of the training institutions for delivering these certification courses. Subsequently, the Institute also launched certification course in Retail Credit Management in January 2018 and course for Credit Management for Small Finance Banks in October 2018. In response to requests from payments banks a new course on Banking Operations and Management for Payment Banks was launched on February 2019.

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

Training: Executive Development Programme (EDP)

The training calendar of the Institute for the academic year 2019-20 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 2018-19 and 2019-20.

Sr No	*Particulars*	*April 2018 to March 2019*	*April 2019 to March 2020*
1.	No. of Institutional Programmes	128	127
2.	No. of Sponsored/Incompany Programmes	64	64
	Total	**192**	**191**
3.	No. of Participants	3922	3960
	(a) Institutional Programmes (Indian)	1951	1664
	(b) Institutional Programmes (Foreign)	326	644
	(c) Sponsored/Incompany Programmes	1645	1652
4.	Training Revenue Income in Rs. (crores)	19.50	18.88

Note: Revenue includes online certification course fees also.

Research and Consultancy

During the year, three research projects are in progress *viz.*

(i) Corporate Finance in India: An Overview.

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

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

The institute has successfully completed five consultancy projects and two projects are in progress.

(i) Internal Promotion Exercise for Andhra Pradesh State Finance Corporation APSFC,

(ii) Vetting of Market Risk Management Policy for UCO Bank,

(iii) PNB Project on "Competency Mapping and Succession Planning for DGMs and AGMs in PNB, OBC and United Bank of India,

(iv) Validation of Risk Management Framework & Systems for Syndicate Bank, and

(v) TRAI Project on Calculation and Determination of Weighted Average Cost of Capital for Indian Telecom Services Sector.

Consultancy Projects in Progress

(i) ECL based provisioning under Ind AS 109 for Exim Bank.

(ii) Impact Assessment Survey of Emergency Credit Line Guarantee Scheme (ECLGs) for NCGTC.

A Çompendium of published papers, books and articles of NIBM Faculty which is traditionally released by the Chief Guest at the Convocation function, of PGDM was not held this year, owing to COVID 19 Pandemic crisis.

The 50th NIBM Foundation Day was celebrated at the NIBM Campus on February 12, 2020. The President of India, Hon'ble Shri Ram Nath Kovind was the Chief Guest. The NIBM Coffee Table Book, Customized MYSTAMP of NIBM was released on the occasion.

Research Projects: April 2019 – March 2020

Research Projects in Progress

I. Finance

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

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

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 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 2019 – March 2020

Providing consultancy support to banks and financial institutions has all along been one of the key strengths of the Institute. NIBM provides valued service to banking and financial sector organizations for addressing various emerging and challenging issues in their day to day functioning. The institute has successfully completed many important consultancy assignments in the risk management/HR/ strategy domain. The Institute generally plays a facilitating role in providing independent consultancy support to the banks/FIs.

A. Consultancy Projects Completed

UCO Bank

1. ***Vetting of Market Risk Management Policy for UCO Bank***
   – *Dr Sanjay Basu (Coordinator), Prof Tasneem Chherawala, Dr Kedar nath Mukherjee & Dr K L Dhingra*

The study was based on analysis of UCO Bank policies and data, peer review of the industry and interviews by the NIBM team at the Risk Management Department, UCO Bank H.O., and Treasury Mid-Office, Mumbai. It highlighted the lacunae in the Market Risk and Investment Policies. It suggested improvements in the Market Risk Governance structure of the bank. It underlined the flaws in its valuation models and capital charge calculations and recommended remedial measures. It advised the bank on refinements in limit fixation methods, trading strategies, stress testing practices and Value-at-Risk models. It charted a course for its migration to the Internal Models' Approach. The project was completed in December 2019. At the request of the bank, a presentation was also made to its Board of Directors in July 2020.

Telecom Regulatory Authority of India

2. ***Calculation and Determination of Weighted Average Cost of Capital for Indian Telecom Services Sector***
   – *Dr M Manickaraj (Coordinator), Dr Dipali Krishnakumar & Dr K L Dhingra*

Telecom Regulatory Authority of India project on determination of Weighted Average Cost of Capital (WACC) has worked out cost of capital for estimating cost of products and services. This exercise is crucial for determination of price of products and services in dynamic competitive environment. NIBM has successfully completed this important assignment.

Andhra Pradesh State Finance Corporation APSFC

3. ***Internal Promotion Exercise for Andhra Pradesh State Finance Corporation APSFC***
   – *Dr S V Kuvalekar (Coordinator), Dr G Nagaraju & Dr Shomi Srivastava*

NIBM has worked out evaluation framework for conducting promotion exercise of executives and officers of APSFC. The project also covers career advancement programme for the manager cadre. The institute has also suggested new parameters through discussions and interactions with senior HR team of APSFC. The project has been successfully completed.

Syndicate Bank

4. ***Validation of Risk Management Framework and Systems for Syndicate Bank***
   – *Dr Arindam Bandyopadhyay (Coordinator), Prof Tasneem Chherawala, Prof Sanjay Basu, Shri N K Singhal (Industry Expert) & Shri Biswamohan Mahapatra (Industry Expert)*

Model and Risk Management system validation is an essential task for risk focused management for effective management of risk across various business lines. Reliable rating system and properly calibrated policies and their effective usage is utmost important for banks to mitigate risks in their business. In this assignment NIBM has thoroughly vetted various policies, documents, methods, data, system and process of the bank and provided strategies to further improve them in line with regulatory guidelines. The validation exercise covers both qualitative as well as quantitative analysis. It covers Credit Risk, Market Risk, ALM, Liquidity Risk, Operational Risk, RAROC, Risk Appetite Framework as well as vetting of capital computation and validation of models and their usage. The report was submitted in April 2019.

Punjab National Bank, United Bank of India and Oriental Bank of Commerce

5. ***Competency Mapping and Succession Planning for DGMs and AGMs in PNB, OBC and United Bank of India***
   – *Dr Shomi Srivastava (Coordinator), Dr K L Dhingra & Industry Experts*

NIBM has conducted a project on Competency Mapping for Punjab National Bank (PNB), United Bank of India (UBI), and Oriental Bank of Commerce (OBC) during January-February, 2020. 618 Executives of PNB, UBI and OBC participated in the project. These Executives were in Cadre of Deputy General Manager (DGM) and Assistant General Manager (AGM). Interaction with Expert Panel and Psychometric Assessment was conducted at NIBM Pune, Delhi and Kolkata. The report was submitted to the Bank on February 29, 2020.

B. Consultancy Projects in Progress

Exim Bank

1. ***ECL based provisioning under Ind AS 109 for Exim Bank***
   – *Prof Tasneem Chherawala (Coordinator), Dr Arindam Bandyopadhyay, & Shri Vidyadhar Kulkarni*

An extensive review and analysis of the Bank's data, processes, systems and models for risk management has been done by NIBM in this assignment. This exercise has encompassed substantial quantitative analysis, supported by qualitative assessment, required for developing the appropriate credit risk models for Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD), staging of credit assets and estimation of 12-Month and Lifetime ECL as per the Ind AS 109 guidance, global best practices, and in line with regulatory expectations of RBI. The institute has provided the Bank with estimates of the ECL Provisions applicable to various credit portfolios, enabling

it to analyse the impact *vis-à-vis* the current provisioning norms on an on-going basis. The entire project objective was to pave the way for the Bank to make a smooth transition to Ind AS, as and when it becomes imperative.

The National Credit Guarantee Trustee Company (NCGTC)

2. *Impact Assessment Survey of Emergency Credit Line Guarantee Scheme (ECLGs) for NCGTC*

– Prof Sanjay Basu (Coordinator), Prof Tasneem Chherawala, Dr M Manickaraj & Dr Gargi Sanati

The Emergency Credit Line Guarantee Scheme (ECLGS), under the Atmanirbhar Bharat package of Government of India, aims to mitigate the adverse impact of the Covid-19 crisis on MSMEs and other Business Enterprises, with a 3 lakh crore corpus. The 100 per cent loan guarantee for the scheme is provided by the National Credit Guarantee Trustee Corporation (NCGTC). This study is undertaken by the National Institute of Bank Management (NIBM), Pune, on behalf of NCGTC, to assess the impact of the ECLGS.

Our analysis of the survey of 1722 firms, along with an econometric study of their responses, led to some interesting results. The ECLGS has reduced borrowing costs for all firms. It is perceived primarily as a tool for immediate liquidity support, up to three months, rather than business growth. The worst affected zones feel that a loan would benefit them more. The majority of the eligible customers of banks and NBFCs (60-90 per cent) have utilized ECLGS. It is easy to obtain from the banks and NBFCs. Hence, it has become quite popular. Econometric analysis suggests that an increase in the percentage of disbursement will not only enhance business volumes for all borrowers, but also be most effective for the smallest firms and the worst affected during the lockdown. Lenders feel that ECLGS will improve their credit offtake as well.

The project is expected to be completed by end of August, 2020.

Programmes, Workshops and Conferences: April 2019 – March 2020

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 (For Middle and Senior Level Mangement)	12	Aug 05-17, 2019	Middle/Senior Management	Dr G Nagaraju & Dr Jiji T Mathew
002.	International Programme on Asset-Liability Management in Banks and Financial Institutions	32	Sep 23-Oct 05, 2019	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
003.	International Programme on Inclusive Banking and Finance	29	Nov 11-23, 2019	Middle/Senior Management	Dr Naveen Kumar K & Dr Dinesh Jain
004.	International Programme on Corporate Governance and Leadership for Top Executives from the Financial System	30	Dec 09-14, 2019	Senior/Top Management	Dr Kaushik Mukerjee & Prof B V Chaubal
005.	International Programme on Inclusive Banking and Finance	21	Dec 09-21, 2019	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj
006.	International Programme on Bank Financial Management (*Focus:* Risk Management and Basel II & III Accords)	38	Jan 06-18, 2020	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
007.	International Programme in Banking and Finance (*Focus:* Credit Management and International Trade Financing)	38	Mar 02-14, 2020	Middle/Senior Management	Dr Smita Roy Trivedi & Dr Elizabeth James
	II. TRAINERS' TRAINING PROGRAMMES				
008.	Certified Bank Trainer Programme: Post Examination Training (Jointly by NIBM & IIBF)	14	May 20-24, 2019	Trainers from Banks	Dr Shomi Srivastava & Dr Naveen Kumar K
009.	Certified Bank Trainer Programme: Post Examination Training (Jointly by NIBM & IIBF)	37	Nov 25-29, 2019	Trainers from Banks	Dr Shomi Srivastava & Dr Naveen Kumar K
010.	Certified Bank Trainer Programme: Post Examination Training (Jointly by NIBM & IIBF)	15	Dec 16-20, 2019	Trainers from Banks	Dr Shomi Srivastava & Dr Sarita Bhatnagar
	III. COLLABORATIVE PROGRAMMES				
011.	Bank Executive Programme (BEP) for Senior Executives (Jointly with IDRBT & IIBF)	7	Jul 15-19, 2019	Senior Management	Dr Shomi Srivastava & Dr S V Kuvalekar
012.	One day Workshop on Developing Inclusive Agri Commodity Markets in India: Role of Regional Rural Banks (Jointly by NIBM & NCDEX)	21	Jan 25, 2020	Middle/Senior Management	Dr Naveen Kumar K
013.	Programme on Women's Development through Income Generating Activities (Jointly by NIBM & CICTAB)	24	Mar 02-05, 2020	Junior/Middle/ Senior Management	Dr Naveen Kumar K
	IV. CONFERENCES/SEMINARS				
014.	NIBM Conference on Indian Banking System: Way Forward on the Current Crisis	33	Jul 05-06, 2019	Middle/Senior Management	Dr Smita Roy Trivedi, Prof Ateeque Shaikh & Dr Dinesh Jain

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
V.	**FINANCE**				
015.	Managing Risks under Basel 3 Pillar II (ICAAP)	13	Apr 22-27, 2019	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Sanjay Basu
016.	Workshop on Role and Functioning of Audit Committee of the Board (ACB)	23	Apr 25-26, 2019	Top Management	Dr Dipali Krishnakumar & Dr Richa Verma Bajaj
017.	Programme on Lending to Large and Mid-Corporate	7	May 13-17, 2019	Middle Management	Dr Richa Verma Bajaj & Dr M Manickaraj
018.	Workshop on Options and Structured Products (*Focus:* Structuring, Back-office Operations, and Risk Management)	18	May 24-26, 2019	Middle Management	Dr Kedar nath Mukherjee & Prof Tasneem Chherawala
019.	Programme on Credit Risk Modelling for ECL Provisioning and Capital Estimation under Final Basel III IRB & IFRS 9	19	May 27-31, 2019	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala
020.	Programme on Credit Analysis (*Focus:* Lending to Manufacturing and Services Sector)	8	Jun 10-19, 2019	Junior/Middle Management	Dr Elizabeth James & Dr Richa Verma Bajaj
021.	Programme on Retail Lending Strategies for Branch Managers	6	Jun 24-28, 2019	Middle/Senior Management	Dr Elizabeth James & Prof Ateeque Shaikh
022.	Sensitization Programme on Fraud Management	12	Jun 26-28, 2019	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Dipali Krishnakumar
023.	Programme on Treasury Products, Operations and Risk Management for Newly Inducted Treasury Officers (*Focus:* Bourse Game in Money, Securities & FX Market)	15	Jun 26-Jul 05, 2019	Middle Management	Dr Kedar nath Mukherjee & Dr S V Kuvalekar
024.	Programme on NPA Management (*Focus:* IBC Code 2016)	13	Jul 02-06, 2019	Middle/Senior Management	Dr Dipali Krishnakumar & Prof Harish Kant Kaushik
025.	Programme on Compliance Function in Banks	26	Jul 15-17, 2019	Compliance Officers/Middle Management	Dr Rakesh Gupta & Dr Dipali Krishnakumar
026.	Programme on Assessment of Working Capital Requirements	17	Jul 22-26, 2019	Middle Management	Prof Siddharth Kumar Bajpai & Dr Elizabeth James
027.	Programme on Financing Infrastructure Projects	15	Jul 29-Aug 02, 2019	Middle/Senior Management	Prof Tasneem Chherawala & Prof Harish Kant Kaushik
028.	Programme on Credit Appraisal and Monitoring	6	Aug 5-07, 2019	Middle/Senior Management	Dr Rakesh Gupta & Prof Siddharth Kumar Bajpai
029.	Programme on Demystifying Statistical Techniques for Risk Management	15	Aug 05-10, 2019	Middle/Senior Management	Dr Arindam Bandyopadhyay
030.	Programme on Operational Risk Management under Basel Regime	25	Aug 20-23, 2019	Middle/Senior Management	Dr Richa Verma Bajaj
031.	Intensive Programme in Integrated Treasury Management (with One-day Trading Game)	12	Aug 20-29, 2019	Middle Management	Dr S V Kuvalekar & Dr G Nagaraju
032.	Programme on Financial Statement Analysis for Lending Decisions (Including IFRS/Ind AS)	14	Aug 26-30, 2019	Middle/Senior Management	Dr M Manickaraj & Dr Dipali Krishnakumar
033.	Programme on Lending to Services Sector	12	Sep09-13, 2019	Middle Management	Dr Elizabeth James & Dr Rakesh Gupta
034.	Programme on Managing Non-SLR Investments	23	Sep 09-14, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
035.	Programme on Management of Non-Performing Advances: Effective Strategies for Prevention and Recovery (Including Insolvency and Bankruptcy Code, 2016)	31	Sep 16-19, 2019	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Dipali Krishnakumar
036.	Workshop on Internal Credit Risk Modelling Under Basel III IRB Approach	29	Sep 16-20, 2019	Middle/Senior Management	Dr Arindam Bandyopadhyay
037.	Programme on Liquidity Risk Management for NBFCs (*Focus:* Draft RBI Guidelines)	12	Sep 18-20, 2019	Middle/Senior Management	Prof Sanjay Basu
038.	Programme on Effective Credit Monitoring for Corporate and SME Advances	12	Oct 14-16, 2019	Middle Management	Prof Siddharth Kumar Bajpai
039.	Programme on IFRS: Fair-Value Measurement for Banks and Financial Institutions	7	Oct 16-19, 2019	Middle/Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
040.	Workshop on Insolvency and Bankruptcy Code, 2016	31	Oc 17-18, 2019	Middle/Senior Management	Dr Dipali Krishnakumar & Prof Harish Kant Kaushik
041.	Advanced Programme on Corporate Lending and Financial Services	34	Oct 21-25, 2019	Middle/Senior Management	Dr S V Kuvalekar & Dr Dipali Krishnakumar
042.	Programme on Lending to Large and Mid-Corporate	30	Nov 18-22, 2019	Middle Management	Dr Richa Verma Bajaj & Dr M Manickaraj
043.	Programme on Treasury Back Office Operations	11	Nov 19-24, 2019	Middle/Senior Management	Dr S V Kuvalekar & Dr Gargi Sanati
044.	Workshop on Establishing a Comprehensive Risk Management Framework for NBFCs	13	Nov 20-22,2019	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala
045.	Training Programme on Financial Derivatives (*Focus:* Structuring, Valuation and Trading in Interest Rate and Currency Derivatives)	11	Nov 29-Dec 01, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee & Prof Tasneem Chherawala
046.	Advanced Programme on Asset-Liability Management	22	Dec 03-07, 2019	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
047.	Programme on Assessment of Working Capital Requirements	16	Dec 9-13, 2019	Middle/Senior Management	Dr Elizabeth James & Prof Siddharth Kumar Bajpai
048.	Programme on Strategies for Financing MSMEs	36	Dec 16-20, 2019	Middle/Senior Management	Dr M Manickaraj
049.	Programme on Market Risk Capital Charges (*Focus:* FRTB)	15	Dec 16-21, 2019	Middle/Senior Management	Prof Sanjay Basu & Prof Tasneem Chherawala
050.	Workshop on Credit Monitoring and Due Diligence	16	Dec 19-20, 2019	Middle/Senior Management	Prof Siddharth Kumar Bajpai
051.	Workshop on Insolvency and Bankruptcy Code, 2016	13	Dec 19-20,2019	Middle/Senior Management	Dr Dipali Krishnakumar & Prof Harish Kant Kaushik
052.	Programme on Effective Credit Monitoring for Corporate and SME Advances	10	Jan 06-08, 2020	Middle Management	Prof Siddharth Kumar Bajpai & Dr Rakesh Gupta
053.	Programme on Retail Lending Strategies for Branch Managers	8	Jan 06-10, 2020	Middle/Senior Management	Dr Elizabeth James
054.	Programme on Integrated Risk Management under Final Basel III Framework	24	Jan 06-10, 2020	Middle/Senior Management	Dr Arindam Bandyopadhyay & Prof Tasneem Chherawala

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
055.	Programme on Risk Based Internal Audit	28	Jan 20-22, 2020	Middle Management	Dr Dipali Krishnakumar & Dr Richa Verma Bajaj
056.	Advanced Programme in Integrated Treasury Management	11	Jan 21-25, 2020	Middle/Senior Management	Dr S V Kuvalekar
057.	Programme for Lending to Services Sector	6	Jan 27-31, 2020	Junior/Middle Management	Dr Elizabeth James
058.	Programme on Compliance Functions in Banks	41	Jan 29-31, 2020	Compliance Officers/Middle Management	Dr Rakesh Gupta & Dr Dipali Krishnakumar
059.	Programme on Project Finance (*Focus:* Credit Appraisal, Risk Management and Deal Structuring)	14	Feb 03-07, 2020	Middle/Senior Management	Prof Tasneem Chherawala & Prof Harish Kant Kaushik
060.	Programme on Bond Portfolio Management with Trading Game (*Focus:* Trading & Hedging Strategies)	11	Feb 03-08, 2020	Officers from Treasury & Risk Depts.	Dr Kedar nath Mukherjee
061.	Programme on Management of Non-Performing Advances: Effective Strategies for Prevention and Recovery (Including Insolvency and Bankruptcy Code, 2016)	15	Feb 04-07, 2020	Middle/Senior Management	Dr Richa Verma Bajaj & Dr Dipali Krishnakumar
062.	Programme on Demystifying Statistical Techniques for Risk Management	23	Feb 10-14, 2020	Middle/Senior Management	Dr Arindam Bandyopadhyay
063.	Programme on Cash Flow Statement Analysis	11	Feb 25-27, 2020	Middle Management	Dr Elizabeth James & Dr Dipali Krishnakumar
064.	Workshop on Insolvency and Bankruptcy Code, 2016	10	Feb 28-29, 2020	Middle/Senior Management	Dr Dipali Krishnakumar & Prof Harish Kant Kaushik
065.	Programme on Risk Management under Basel Regime (For First Time Risk Managers)	23	Mar 02-07, 2020	Middle Management	Dr Kedar nath Mukherjee & Prof Tasneem Chherawala
066.	Programme on Preventive Vigilance in High Value Credit	9	Mar 11-13, 2020	Vigilance Officers	Dr Rakesh Gupta & Prof Siddharth Kumar Bajpai
VI.	**HUMAN RESOURCE MANAGEMENT**				
067.	Programme on Leadership, Motivation and Team Building for Business Growth	6	Apr 22-26, 2019	Middle/Senior Management	Dr Shomi Srivastava
068.	Programme on Contours of Staff Accountability	14	May 02-04, 2019	Middle/Senior Management	Dr Shomi Srivastava
069.	Programme in Leadership for Branch Excellence	13	Jul 24-28, 2019	Middle/Senior Management	Dr Shomi Srivastava
070.	Programme on Domestic Enquiries and Disciplinary Actions	27	Aug 20-24, 2019	Middle/Senior Management	Dr Shomi Srivastava
071.	Faculty Development Programme for Bank Staff Training College Faculty: Building Knowledge, Skills and Attitude for Conducting Effective Training	40	Sep 25-27, 2019	Faculty Members from STCs & RTCs of Banks	Dr Kaushik Mukerjee & Prof Ateeque Shaikh
072.	Programme on Ethics and Prevention of Corruption	13	Oct 23-24, 2019	Branch Heads & Senior Officers	Dr Shomi Srivastava
073.	Programme in Enhancing Leadership Skills for Controlling Heads	11	Nov 06-09, 2019	Senior Management	Dr Shomi Srivastava
074.	Workshop on Bank Frauds/Economic Offences	22	De 05-07, 2019	Middle/Senior Management	Dr Shomi Srivastava

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
075.	Programme on Human Resource Management in Banks and Financial Institutions	34	Jan 14-18, 2020	Middle/Senior Management	Dr Shomi Srivastava
076.	Programme in Forensic Credit Appraisal, Borrowal Frauds and Preventive Vigilance	21	Jan 29-31, 2020	Middle/Senior Management	Dr Shomi Srivastava & Prof Siddharth Kumar Bajpai
VII.	**INFORMATION TECHNOLOGY**				
077.	International Programme on Digital Payments in collaboration with NITI Aayog, Government of India	36	May 15-18, 2019	Middle/Senior Management	Dr Deepankar Roy & Dr Alka Vaidya
078.	Certification Programme in IT and Cyber Security for Senior Management (Knowledge Partner: KPMG)	10	Jun 20-21, 2019	Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
079.	Programme on Information Systems Audit	43	Sep 16-18, 2019	Middle/Senior Management	Dr Deepankar Roy & Dr Alka Vaidya
080.	Advanced Programme on Card Payment System (A Joint Programme of NIBM & NPCI)	20	Oct 14-16, 2019	Middle/Senior Management	Dr Deepankar Roy
081.	Digital Banking and FinTech: Changing Landscape	26	Dec 16-18, 2019	Middle/Senior Management	Dr Deepankar Roy
082.	Programme on Frauds in Digital Environment: Controls, Detection and Countermeasures	41	Jan 20-22, 2020	Middle/Senior Management	Dr Deepankar Roy & Dr Alka Vaidya
VIII.	**RURAL FINANCE AND DEVELOPMENT**				
083.	Programme on Term Loan and Working Capital Finance for Agri & Rural Infrastructure, Agribusiness and Agro Processing Enterprises	15	May 13-16, 2019	Middle/Senior Management	Dr Naveen Kumar K
084.	Onlocation Programme in Financing Hi-tech Agriculture, Agro Processing and MSMEs (*Venue:* Cochin)	17	May 29-31, 2019	Middle/Senior Management	Dr Naveen Kumar K
085.	Programme on Digital Financial Inclusion	24	Jul 01-03,2019	Middle/Senior Management	Dr Naveen Kumar K & Dr Deepankar Roy
086.	On-location Programme on Emerging Opportunities and Challenges in Branch Business Management: Under the New Regulatory Compliance (*Venue:* Canara Bank, STC, Bangalore)	26	Jul 24-26, 2019	Middle/Senior Management	Dr Naveen Kumar K & Dr Rakesh Gupta
087.	Programme on Lead Bank Scheme and SLBC	17	Aug 19-22, 2019	Middle/Senior Management	Dr Naveen Kumar K
088.	Programme on Project Financing to High Value Agriculture and Agribusiness Enterprises	7	Oct 14-17, 2019	Middle/Senior Management	Dr Naveen Kumar K
089.	Programme on Digital Lending in Rural, Agriculture and Micro Enterprises Sector: Best Practices from Industry	17	Dec 16-18, 2019	Middle/Senior Management	Dr Naveen Kumar K
090.	Onlocation Programme on Financing Agri-Business, Agro Processing and MSMEs (*Venue:* Coimbatore)	36	Jan 29-31, 2020	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj
091.	Onlocation Programme on Financing Agri-Business, Agro Processing and MSMEs (*Venue:* Mangalore)	22	Feb24-26, 2020	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
IX.	**MONEY, INTERNATIONAL BANKING AND FINANCE**				
092.	Programme on Technical Analysis for Dealers	16	Apr 22-26, 2019	Middle Management	Dr Smita Roy Trivedi
093.	Programme on NRI Business and Forex Facilities for Individuals	16	May 13-16, 2019	Middle/Senior Management	Dr G Nagaraju & Prof Jayant Keskar
094.	Programme in Fundamental Factors for Treasury and Risk Management	6	Jun 07-09, 2019	Middle/Senior Management	Dr G Nagaraju & Dr Jiji T Mathew
095.	Programme in Trade Based Money Laundering and Frauds in International Business	9	Jun 10-11, 2019	Middle Management	Prof Jayant Keskar & Dr Smita Roy Trivedi
096.	Programme on Forex Treasury Management (*Focus:* Back-Office Operations)	11	Jul 03-05, 2019	Middle Management	Dr Gargi Sanati & Prof Jayant Keskar
097.	Programme on Financing International Trade: Banking Operations and Practices	10	Jul 22-26, 2019	Middle Management	Dr Gargi Sanati & Prof Jayant Keskar
098.	Programme on Forex Dealing with Bourse Game	10	Jul 31-Aug 9, 2019	Dealers	Dr Gargi Sanati & Dr Jiji T Mathew
099.	Programme on Technical Analysis for Dealers	23	Aug 26-30, 2019	Dealers	Dr Smita Roy Trivedi
100.	Programme on Financing International Trade	14	Sep 09-13, 2019	Middle Management	Dr Smita Roy Trivedi & Prof Jayant Keskar
101.	Programme on Algorithmic Trading and Financial Analysis with Python	6	Dec 04-05, 2019	Middle Management	Dr Smita Roy Trivedi
102.	Programme in International Banking and Foreign Exchange	9	Nov 04-08, 2019	Middle/Senior Management	Dr Jiji T Mathew, Dr G Nagaraju & Prof Jayant Keskar
103.	Programme on Forex Dealing with Bourse Game	17	Nov 27-Dec 06, 2019	Dealers	Dr Jiji T Mathew & Dr Gargi Sanati
104.	Programme on Trade Based Money Laundering and Frauds in International Business	13	Dec 02-03, 2019	Middle Management	Prof Jayant Keskar & Dr Smita Roy Trivedi
105.	Programme on Technical Analysis for Dealers	8	Jan 13-17, 2020	Dealers	Dr Smita Roy Trivedi
106.	Programme in Foreign Investments and Borrowings (*Focus:* ECB/FDI/FPI/ODI/LO/BO/PO)	13	Jan 20-22, 2020	Middle/Senior Management	Dr G Nagaraju & Dr Jiji T Mathew
107.	Programme on Integrated Treasury Management with Simulated Bourse Game	16	Feb 03-12, 2020	Middle Management	Dr G Nagaraju & Dr Jiji T Mathew
108.	Programme on LC Business (*Focus:* Case Studies in ICC Rules)	23	Feb 26-28, 2020	Middle/Senior Management	Dr Gargi Sanati & Dr Smita Roy Trivedi
X.	**STRATEGIC PLANNING, MARKETING AND CONTROL**				
109.	Programme on Enhancing Branch Performance	13	Apr22-25, 2019	Middle/Senior Management	Prof Anjan Roy & Prof Ateeque Shaikh
110.	Programme on Customer Relationship Management in Banking	20	May 06-09, 2019	Middle/Senior	Dr Sarita Bhatnagar Management
111.	Programme on Digital Marketing in Banking	11	Jun 10-12, 2019	Middle/Senior Management	Dr Sarita Bhatnagar & Dr Deepankar Roy

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
112.	R for Data Science and Machine Learning in Banking	7	Jun 10-13, 2019	Middle/Senior Management	Prof Ateeque Shaikh
113.	Programme on Marketing for Branch Managers (*Focus:* Retail and MSME)	9	Jun 24-27, 2019	Middle Management	Dr Sarita Bhatnagar
114.	Programme on Marketing Strategies for MSME Business	9	Jul 08-11, 2019	Middle/Senior Management	Dr Sarita Bhatnagar
115.	Workshop on Customer Analytics in Banking and Financial Services	19	Jul 15-18, 2019	Middle/Senior Management	Prof Ateeque Shaikh
116.	Programme on Enhancing Efficiency and Effectiveness for Branch Managers	19	Aug 19-22, 2019	Middle/Senior Management	Prof Ateeque Shaikh & Dr Kaushik Mukerjee
117.	Programme on Digital Marketing in Banking and Financial Services	12	Sep 09-11, 2019	Middle/Senior Management	Prof Ateeque Shaikh & Dr Kaushik Mukerjee
118.	Programme on Customer Relationship Management in Banking	17	Sep 09-12, 2019	Middle/Senior Management	Dr Sarita Bhatnagar
119.	Programme on New Technologies and Innovations in Lending Operations (*Focus:* Implementing Digital Technologies in Retail & MSME Lending)	28	Oct 14-17, 2019	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
120.	Strategic Marketing for Developing Retail and MSME Portfolio	35	Nov 18-21, 2019	Middle/Senior Management	Dr Kaushik Mukerjee
121.	Programme on Marketing for Branch Managers (*Focus:* Retail and MSME)	16	Dec 16-19, 2019	Middle/Senior Management	Dr Sarita Bhatnagar
122.	Branch Manager's Programme: Enhancing Efficiency and Effectiveness	8	Jan 14-16, 2020	Middle/Senior Management	Dr Kaushik Mukerjee
123.	Relationship Management for Mid-Corporate Banking	13	Jan 20-23, 2020	Middle Management	Prof Anjan Roy & Prof Harish Kant Kaushik
124.	Management Skill Development Programme for Managers in Rural and Semi-Urban Branches	15	Jan 20-23, 2020	Middle Management	Dr Sarita Bhatnagar & Dr Naveen Kumar K
125.	Programme on Ethics in Banking	21	Jan 27-29, 2020	Middle/Senior Management	Dr Sarita Bhatnagar
126.	Programme on Customer Relationship Management for Retail and MSME Business	12	Feb 10-13, 2020	Middle/Senior Management	Dr Kaushik Mukerjee
127.	Programme on Target Setting and Performance Evaluation of Bank Branches	13	Feb 18-21, 2020	Middle/Senior Management	Prof Anjan Roy & Prof B V Chaubal
XI.	**INCOMPANY PROGRAMMES**				
001.	Customized Program for Canara Bank officials on Credit - Retail	26	Ma 06-10, 2019	Middle Management	Dr Elizabeth James & Prof Siddharth Kumar Bajpai
002.	Management Development Programme for Top Executives of Abay Bank, Ethiopia	7	May 06-10, 2019	Senior Management	Prof Anjan Roy & Prof B V Chaubal
003.	Programme on Financial Statistics for Probationary Officers of Indian Statistical Services (ISS)	29	May 27-31,2019	Probationary Officers	Dr Kedar nath Mukherjee & Dr G Nagaraju
004.	Customized Progamme on Credit Appraisal for officials of Bhutan Development Bank Limited	11	May 27-Jun 08, 2019	Middle/Senior Management	Dr Elizabeth James & Dr Dinesh Jain

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
005.	Capsule Training programme for the Executives in Specialized MSME Branches of Corporation Bank (*Venue:* STC, Corporation Bank, Mangalore)	26	Jun03-04, 2019	Middle/Senior Management	Dr M Manickaraj & Prof Siddharth Kumar Bajpai
006.	Intensive Course in Banking and Finance for Senior Executives of Canara Bank	26	Jun 10-Aug 30, 2019	Middle/Senior Management	Prof Sanjay Basu, Dr G Nagaraju & Dr Sarita Bhatnagar
007.	Incompany Programme for the Officers of Canara Bank on Agri Financing	27	Jun17-21, 2019	Agriculture Officers	Dr Naveen Kumar K & Dr Dinesh Jain
008.	Management Development Programme on Risk Management, Internal Audit, Compliance & Quality Control for Afghanistan International Bank	14	Jun17-29, 2019	Middle/Senior Management	Dr Rakesh Gupta & Prof Ateeque Shaikh
009.	Programme on Integrated Risk Management for Officers of Citizens Bank, Nepal (*Venue:* Kathmandu, Nepal)	26	Jun20-22, 2019	Middle/Senior Management	Prof Tasneem Chherawala & Dr Kedar nath Mukherjee
010.	Special Training Programme on Managing MSME Portfolio to Enhance Profitability for Executives of Punjab & Sind Bank	34	Jul 08-12, 2019	Middle/Senior Management	Prof Siddharth Kumar Bajpai & Dr Dipali Krishnakumar
011.	Certification Programme in IT and Cyber Security for Senior & Top Management (with KPMG as Knowledge Partner) of ANZ Bank (Venue: Mumbai)	16	Jul 22-23, 2019	Senior/Top Management	Dr Alka Vaidya & Dr Deepankar Roy
012.	Orientation Programme for the Foundation Trainee Officials of Bangladesh Bank (Batch I)	37	Jul 28-Aug 02, 2019	Junior/Middle Management	Dr Smita Roy Trivedi & Dr G Nagaraju
013.	Programme for Management Trainees of Airtel Payments Bank Ltd. (*Venue:* Gurgaon)	25	Jul 29-30, 2019	Management Trainees	Dr Deepankar Roy
014.	Customized Programme on MSME Financing for Executives of Canara Bank	35	Jul 29-Aug 02, 2019	Middle/Senior Management	Prof Siddharth Kumar Bajpai & Dr Dipali Krishnakumar
015.	Certification Programme in IT and Cyber Security (with KPMG (India) as Kowledge Partner) for State Bank of Mauritius (*Venue:* Mumbai)	12	Aug 01-02, 2019	Senior Management	Dr Alka Vaidya
016.	Certification Programme in IT and Cyber Security (with KPMG (India) as Knowledge Partner) for Central Bank of India (*Venue:* Mumbai)	28	Aug 05-06, 2019	Senior Management	Dr Alka Vaidya
017.	Global Leadership Development Programme (Customized Programme with Focus on International Banking for DCB Bank Ltd.)	14	Aug 05-09, 2019	Middle/Senior Management	Dr G Nagaraju & Prof Jayant Keskar
018.	Certification Programme in IT and Cyber Security (with KPMG (India) as Knowledge Partner) for Indian Overseas Bank (*Venue:* Chennai)	47	Aug 10-11, 2019	Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
019.	Certification Programme in IT and Cyber Security (with KPMG (India) as Knowledge Partner) for Canara Bank (*Venue:* Bangalore)	23	Aug 16-17, 2019	Senior Management	Dr Deepankar Roy

No.	Title	No. of Participants	Duration	Level of Participants	Coordinator(s)
020.	Programme on IFRS/Ind AS in Collaboration with Department of Public Enterprises	27	Aug 19-23, 2019	Middle/Senior Management	Dr Dipali Krishnakumar
021.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch I)	30	Aug 19-24, 2019	Middle/Senior Management	Dr Shomi Srivastava & Dr Sarita Bhatnagar
022.	Certification Programme in IT and Cyber Security (with KPMG(India) as Knowledge Partner) for RABO Bank (*Venue:* Mumbai)	16	Aug 20-21, 2019	Senior Management	Dr Alka Vaidya
023.	Orientation Programme for Foundation Trainee Officials of Bangladesh Bank (Batch II)	37	Aug 25-30, 2019	Junior/Middle Management	Dr Gargi Sanati & Dr Jiji T Mathew
024.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch II)	30	Sep 02-07, 2019	Middle Management	Dr Shomi Srivastava & Dr Naveen Kumar K
025.	Management Development Programme for Officers of Corporation Bank	26	Sep 03-07, 2019	Middle/Senior Management	Dr Shomi Srivastava & Dr Dinesh Jain
026.	Executive Development Programme for Canara Bank Scale IV Executives	33	Sep 03-09, 2019	Middle/Senior Management	Dr Shomi Srivastava & Dr Kaushik Mukerjee
027.	Workshop on EASE Reforms Agenda for Nodal Officers and Operational Heads of Central Bank of India (Batch I) (*Venue:* SPBT, Mumbai)	28	Sep 06-07, 2019	Senior Management	Dr G Nagaraju & Dr Shomi Srivastava
028.	Management Development Programme for Officers of Corporation Bank	34	Sep 09-13, 2019	Middle/Senior Management	Dr Sarita Bhatnagar & Dr Naveen Kumar K
029.	Programme on Domestic Enquiries and Disciplinary Actions for Canara Bank	31	Sep 11-13, 2019	Middle/Senior Management	Dr Shomi Srivastava
030.	Workshop on EASE Reforms Agenda for Nodal Officers and Operational Heads of Central Bank of India (Batch II) (*Venue:* SPBT, Mumbai)	28	Sep 12-13, 2019	Senior Managrment	Dr G Nagaraju
031.	Programme on Technical Analysis for Forex Dealers from Bangladesh (Sponsered by Bangladesh Foreign Exchange Dealers' Association BAFEDA)	21	Sep 16-20, 2019	Dealers	Dr Smita Roy Trivedi & Dr Gargi Sanati
032.	Certification Programme in IT and Cyber Security (with KPMG (India) as Knowledge Partner) for ESAF Small Finance Bank (*Venue:* Thrissur)	24	Sep 25-26, 2019	Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
033.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch III)	30	Sep 30-Oct 05, 2019	Middle/Senior Management	Dr Kaushik Mukerjee & Prof Ateeque Shaikh
034.	Certification Programme in IT and Cyber Security for Senior & Top Management (with KPMG as Knowledge Partner) of Indian Bank (*Venue:* Chennai)	25	Oct 10-11, 2019	Senior Management	Dr Deepankar Roy
035.	Advanced Programme on Asset Liability Management for Executives Sponsored by BAFEDA (Bangladesh Foreign Exchange Dealers' Association)	32	Oct 21-25, 2019	Dealers	Dr S V Kuvalekar & Prof Sanjay Basu
036.	Management Development Programme for Newly Promoted Scale IV Officers of Oriental Bank of Commerce	26	Nov 04-08, 2019	Middle/Senior Management	Dr Shomi Srivastava & Dr Elizabeth James

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
037.	Programme on Leadership Development for Branch Managers of Sonali Bank Limited, Bangladesh (Batch IV)	30	Nov 04-09, 2019	Middle/Senior Management	Dr Kaushik Mukerjee & Dr Sarita Bhatnagar
038.	Programme on Integrated Treasury Management with Bourse Game for Selected Officers of UCO Bank	11	Nov 04-13 Nov 2019	Middle/Senior Management	Dr Gargi Sanati & Dr Kedar nath Mukherjee
039.	Programme on International Trade Payment and Finance for Senior Executives of Sonali Bank Limited, Bangladesh	29	Nov 11-16, 2019	Senior Management	Dr Gargi Sanati & Dr Jiji T Mathew
040.	Programme on Treasury Management with Bourse Game for Selected Officers of Union Bank of India	15	Nov 11-20, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee & Dr G Nagaraju
041.	Certification Programme in IT and Cyber Security (with KPMG (India) as Knowledge Partner) for DCB Bank (*Venue:* Mumbai)	28	Nov 13-14, 2019	Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
042.	Management Development Programme for Newly Promoted Scale IV Officers of Oriental Bank of Commerce (Batch II)	33	Nov 18-22, 2019	Middle/Senior Management	Dr Shomi Srivastava & Dr G Nagaraju
043.	Certification Programme in IT and Cyber Security (with KPMG (India) as Knowledge Partner) for MUFG Bank (*Venue:* Mumbai)	17	Nov 22-23, 2019	Senior Management	Dr Alka Vaidya & Dr Deepankar Roy
044.	Workshop on EASE Reforms Agenda for Nodal Officers and Operational Heads of Indian Overseas Bank (*Venue:* STC, Chennai)	23	Nov 23-24, 2019	Senior Management	Dr G Nagaraju & Dr Shomi Srivastava
045.	Programme on Credit Appraisal and Management for Executives of Sonali Bank Limited	31	Nov 25-30, 2019	Middle/Senior Management	Dr Elizabeth James & Dr Richa Verma Bajaj
046.	Programme on Treasury Operations with Bourse Game for Officials of Canara Bank (Batch I)	20	Nov 25-01, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee & Dr G Nagaraju
047.	Customized Programme on NPA Management for Officials of Canara Bank	18	Dec 02-06, 2019	Middle/Senior Management	Dr Richa Verma Bajaj & Prof Harish Kant Kaushik
048.	Foreign Exposure Training for the Foundation Trainee Officials of Bangladesh Bank (Batch I)	34	Dec 02-07, 2019	Junior/Middle Management	Dr Gargi Sanati & Dr Jiji T Mathew
049.	Programme on Treasury Operations with Bourse Game for Officials of Canara Bank (Batch II)	20	Dec 02-08, 2019	Middle/Senior Management	Dr Kedar nath Mukherjee & Dr G Nagaraju
050.	Customized Programme on Risk Management and Credit for Senior Officers of NABARD	20	Dec 09-11, 2019	Middle/Senior Management	Dr S V Kuvalekar & Prof Sanjay Basu
051.	Foreign Exposure Training for the Foundation Trainee Officials of Bangladesh Bank (Batch II)	35	Dec 09-14, 2019	Junior/Middle Management	Dr Smita Roy Trivedi & Dr G Nagaraju
052.	Programme on Financing Agri and Rural Infrastructure Projects for Officers of NABARD	28	Jan 09-11, 2020	Middle/Senior Management	Dr Naveen Kumar K & Dr M Manickaraj

No.	*Title*	*No. of Participants*	*Duration*	*Level of Participants*	*Coordinator(s)*
053.	Programme on Certification Course in Advanced security Management for Zonal security Officers of Corporation Bank	31	Jan 29-31, 2020	Security Officers	Dr Shomi Srivastava & Dr Sarita Bhatnagar
054.	Management Development Programme for Officers of South Indian Bank	23	Feb 03-07, 2020	Middle/Senior Management	Dr Kaushik Mukerjee & Dr Sarita Bhatnagar
055.	Executive Development Programme for Scale IV Officers of Oriental Bank of Commerce (Batch III)	40	Feb 03-07, 2020	Middle/Senior Management	Dr Shomi Srivastava & Dr G Nagaraju
056.	Management Development Programme for Newly Promoted Chief Managers of UCO Bank	28	Feb 10-14, 2020	Middle Management	Dr Shomi Srivastava & Dr Elizabeth James
057.	Programme on Risk Management for Senior Executives of HUDCO Ltd.	30	Feb 10-14, 2020	Senior Management	Prof Sanjay Basu & Dr Kedar nath Mukherjee
058.	Programme on Trade Based Money Laundering and Frauds in International Business for Maldives Monetary Authority (MMA) (*Venue:* MMA Training Inst., Male)	24	Feb 17-18, 2020	Middle/Senior Management	Prof Jayant Keskar & Prof Siddharth Kumar Bajpai
059.	Certification Programme in IT and Cyber Security for Senior Management of Axis Bank (*Venue:* Mumbai)	11	Feb 17-18, 2020	Senior Managament	Dr Alka Vaidya & Dr Deepankar Roy
060.	Executive Development Programme for Scale IV Officers of Oriental Bank of Commerce (Batch IV)	36	Feb 17-21, 2020	Middle Management	Dr Shomi Srivastava & Dr Naveen Kumar K
061	Programme on Treasury Management with Bourse Game for Selected Officers of Union Bank of India (Batch II)	15	Feb 24-Mar 04, 2020	Middle/Senior Management	Dr Kedar nath Mukherjee & Dr G Nagaraju
062.	Customized Programme on Foreign Exchange Business & Treasury for Indian Overseas Bank (*Venue:* STC, IOB, Chennai)	40	Mar 03-07, 2020	Middle/Senior Management	Dr G Nagaraju
063.	Workshop on BCP and DR (Business Continuity Plan and Disaster Disaster Recovery) for Corporation Bank Executives (*Venue:* HO, Corporation Bank, Mangalore)	19	Mar 09, 2020	Middle/Senior Management	Dr Deepankar Roy
064.	Programme on Risk Governance Framework for Board Members and Top Management of Karnataka Bank Ltd., at SIBSTC, Bangalore	22	Mar 12-13, 2020	Senior/Top Management	Prof Tasneem Chherawala & Prof Sanjay Basu
	Grand Total	**3960**			

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) 2019-21

One Thousand Eight Hundred Ninety Five applicants (1895) who had appeared for the Common Admission Test (CAT) 2018, XAT (2019) and CMAT conducted by AICTE (2019), had applied for admission to PGDM (B&FS) 2018-20. On the basis of the performance in the CAT/MAT/CMAT, 1043 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/XAT/CMAT scores, PI scores, WAT scores, academic achievements, work experience, and extra-curricular activities.

Student Profile

The batch of PGDM 2019-21 consisted of 118 graduates from open category, with some of them having an experience of 1-4 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.

E-Resources

After the onset of Covid-19 pandemic, students are given access to the Students Portal to enable download/access time table, reading material, attendance, fee receipt, etc. Students are also given access to the Digital Library Resources and Databases.

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 executives and practitioners from the Reserve Bank of India, 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 (including online), 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 students in the PGDM (2018-20) batch were placed. Twenty nine banks, financial institutions, consultants and IT companies recruited from the campus. They are:

HDFC,Bank, Airtel Payments Bank, CRIF, Auronova Consultants, ,Aptiva, Money Boxx, Accenture, Federal Bank, KPMG, Axis Bank, HSBC,CRISIL, Ujjivan Small Finance Bank, Grant Thornton, Bandhan Bank,Wipro,SREI, Yes Bank, CARE Risk Solutions, Surya Software Pvt. Ltd, ICICI Bank, CARE Ratings, HDFC Credila, IDBI Bank, AU Small Finance Bank, South Indian Bank, Kotak Mahindra Bank, and IDFC First Bank

Students were recruited across all the major verticals and profiles, i.e. Basel Analyst, Product Risk Analyst, Operations, Risk Management, Credit Risk, Internal Audit, Risk Analytics, Market Risk, Cyber Security Process & Audit, Cyber Security Technical, Operations-Credit Management, Project Management, Product Management, Key Asset Management.

The highest and Median CTC per annum offered were Rs. 22 lakh and Rs. 9.67 lakh respectively.

Convocation

The Convocation of the 2018-20 batch has been postponed due to the COVID-19 Pandemic.

Initiatives by the PGDM Students

During the year 2019-20 many initiatives were taken by the PGDM students. A brief about the same is asunder:

NIBM VISTA - A Newsletter by PGDM Students

Vista is an attempt to give a glimpse of lighter side of life inside NIBM. It comprehensively covers various aspects such as the fests, conferences, fests, cultural activities, student achievements, and new initiatives, articles written by the students, the Alumni and Industry experts and also gives a platform to showcase their creative side by means of poems, stories, paintings etc. Numerous editions of the newsletter have been released since its inception and are very popular among the current batches and the Alumni.

ADHIKOSH'20 (INNOVATE | DIGITALIZE | REVIVE)

PGDM students organised yet another successful edition of its annual management fest Adhikosh on 29th February & 1st March 2020. The title sponsor was National Payments Corporation of India, associate sponsors were LIC, Central Bank of India & Bank of Baroda, co-sponsors were Union Bank of India, event sponsor HDFC Bank, Technical and cultural sponsor YONO SBI, and knowledge partner Dalal Street Journal.

The two-day extravaganza comprised of 8 competitions, and had zealous participation from leading Business Schools across the country.

NIBM Colloquium 2019

"NIBM-Colloquium", the annual event of NIBM, saw its second edition being held on the August 24, 2019. It was organized by the PGDM (B&FS) students. The theme of the colloquium was "Recent Developments in the Banking and Financial Sector". The daylong event, sponsored and co-sponsored by Canara Bank and Corporation Bank respectively was graced by eminent dignitaries from the banking and finance industry. The presidential address was delivered by Dr K L Dhingra, Director NIBM. Keynote speaker, Shri S Dwivedi, CGM, NABARD, talked about the reinforcement of our faith in the banking and financial system and highlighted events like the application of Basel III, financial inclusion and technological developments in the banking sector. Guest of Honour, Shri K M Pundarikakshan, DGM, Canara Bank, called the present banking scenario as the testing period of the banking industry. He mentioned about the Asset Quality aspect of the crisis and how "Asset-Liability" mismatch has contributed great deal the crisis. He spoke in length about the measures that have been adopted and can be adopted to diminish the wrath of the crisis. The Inaugural Address was given by Dr K K Tripathy, Director, Vaikunth Mehta National Institute of Cooperative Management, highlighting the current situation of the banking sector and the role of RBI and the government.

KONSULT

The newly established Consulting Club of NIBM students, wishes to leverage that pre-existing synergy and equip students with Skills, Connections and Problem-Solving acumen required to thrive in the consulting world. The club is currently taking on challenges from B-School Student Bodies, NGOs, NBFCs, Fintechs, Start-Ups, Entrepreneurs and even Banks.

VITTNIVESH

On the inauguration of Adhilosh'20, students officially launched "VittNivesh- an Investment Club" and announced it as being fully operational. It is a dedicated student-driven asset management initiative with a fund that invests in various asset classes with an objective to bring in respectable returns.

The club has its presence in a number of domains of finance specially investment and asset management. Through a number of initiatives such a social media posts, blogs, industry reports, and stock picks the club aims to inculcate financial discipline and investment acumen in the student community.

JOSH 2.0 (Hustle, Hit & Never Quit)

The college witnessed its second edition of the 3-day annual sports fest Josh'20, on 6th, 7th & 8th of March 2020. The students of NIBM showed their sportsmanship spirit and actively displayed their sporting skills. A number of indoor games such as Chess, Carom, Table Tennis, Badminton and outdoor sports such as Futsal, Box Cricket, Volley Ball, Kho-Kho were played. The junior and senior batch were divided into 4 houses namely, Rangers, Pirates, Gladiators and Warriors. The event was organised by the Sports committee and the students participated with enthusiasm and zeal.

VISHLESHAN

It is a leadership talk series organised by the students of Entrepreneurship Cell of NIBM. This series covers speakers from different fields and background who share their journey and experience with the Students. It gives an opportunity to listen to esteemed personalities from the domain of Consulting, Risk Management, Fintech etc. and learn from their experiences. The speakers interact with the students and impart their valuable knowledge which is bound to help the students in their future endeavours.

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.

This year Vittarth added one more vertical i.e., Weekly Wrap-up, apart from the existing 4 verticals. The areas of interests of the verticals are given below.

(i) Under ArthaNomics wide ranging economics issues are covered.

(ii) Banking Briefcovers major developments happening in the banking sector.

(iii) Industry Analysis is series of thorough analysis of an industry highlighting key challenges.

(iv) Stock Pick selects one equity stock and analyses its potential in the long run.

(v) Weekly Wrap-up is the weekly roundup covering the major happenings of the week in economy, banking and markets with crisp news bytes.

Apart from the regular publishing activities, the club executed some miscellaneous tasks as follows

Decrypter La Finance: It was a virtual event which garnered participation from students of prestigious colleges across the country. The team looks forward to continue organizing this event. This event had multiple rounds like quiz, and presentation submission.

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, IBA shortlisted NIBM as one of the training institutions for delivering these certification courses.

On September 30, 2017, NIBM launched the certification courses, in all the above four areas. Subsequently, the Institute also launched certification course in Retail Credit Management in January 2018 and course for Credit Management for Small Finance Banks in October 2018. In response to requests from payments banks a new course on Banking Operations and Management for Payment Banks was launched on February 2019.

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

The online courses received enrollments of 2557 participants during the financial year ending March 31, 2020. Till date, we have received a total number of 7164 enrollments, including individual registrations and nominations from 97 public sector banks, private sector banks, foreign banks, small finance banks and financial institutions. A total of 4194 participants have completed the course.

Owing to Covid 19 and the ensuing lockdown, the final exams for the courses, which were conducted in physically proctored manner, were kept on hold since March 2020. The same has been resumed with the final exams held in November 2020. Due to continuing uncertainties regarding the pandemic, the final exams are now held once in two months.

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 48 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. XLVIII (Nos. 1-4, 2019-20) of PRAJNAN contains 17 research articles and 5 book reviews.

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

Issues	*Papers*	*Book Reviews*
April-June 2019	4	1
July-September 2019	5	1
October-December 2019	4	2
January-March 2020	4	1
	17	5

The published papers contain full research based works on various subject categories that have relevance in macroeconomic policy, stock market, human resource management and management of banking operations.

Some insightful research based papers published in these four issues for the year 2019-20 covers interesting issues like relationship between politics and economic policy making for India; impact of debt rating changes on the movement of stock prices; global perspectives on the prudential regulations and risk management strategies; recent developments in peer to peer lending platforms in India; determinants of bank mergers; depth of FinTech reach in India and its impact on financial inclusion; procedures and practices of block chain technologies; bank competitiveness and its linkage with financial stability.

PRAJNAN was published under the editorship of Dr Arindam Bandyopadhyay with editorial support from Dr Dipali Krishnakumar and Dr Kedar nath Mukherjee.

The journal has an in-house production team. It was 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 2019 and March 2020. Several eminent personalities from the field of banking and finance contributed their articles to Vinimaya during this period. In total, 15 articles were published during the year. Some of the noteworthy articles published during this period include:

- Bank Nationalisation in India: A Journey of Five Decades by Dr V S Kaveri.
- Ethics and Ethical Dilemmas – a Practical Approach by Dr Rakesh Gupta.
- Resolution of Stressed Asset and RBI Revised Framework - An Assessment by Dr M S Ali and Dr V S Kaveri
- A Comparative Analysis on Banks Compliance with BASEL-III Capital Adequacy Norms by Prof Sahil Singh Jasrotia, Dr Roop Lal Sharma and Dr Hari Govind Mishra.

The issues published in 2019-20 was under the editorship of Dr Kaushik Mukerjee with Dr Jiji Mathew and Dr Sarita Bhatnagar as editorial team members.

Collaboration and Association with Other Organizations

A. Government of India, Ministry of Science and Technology, Department of Scientific and Industrial Research, New Delhi, has accorded recognition to NIBM under the scheme on Recognition of Scientific and Industrial Research Organizations (SIROs) 1988 for the period 1.4.2018 to 31.3.2021.

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

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

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

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

NIBM conducted seven 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 (For Middle and Senior Level Mangement), August 5-17, 2019
   – Dr G Nagaraju & Dr Jiji T Mathew
2. International Programme on Asset-Liability Management in Banks and Financial Institutions, September 23-October 5, 2019
   – Dr S V Kuvalekar & Prof Sanjay Basu
3. International Programme on Inclusive Banking and Finance, November 11-23, 2020
   – Dr Naveen Kumar K & Dr Dinesh Jain
4. International Programme on Corporate Governance and Leadership for Top Executives from the Financial System, December 9-14, 2019
   – Dr Kaushik Mukerjee & Prof B V Chaubal
5. International Programme on Inclusive Banking and Finance, December 9-21, 2019
   – Dr Naveen Kumar K & Dr M Manickaraj
6. International Programme on Bank Financial Management (Focus: Risk Management and Basel II & III Accords), January 6-18, 2020
   – Dr S V Kuvalekar & Prof Sanjay Basu
7. International Programme in Banking and Finance
   (*Focus:* Credit Management and International Trade Financing), March 2-14, 2020
   – 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.*
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 Chartered Banker Institute, Scotland.
2. Fellow of Financial Services Institute of Australasia (FINSIA).
3. Fellow of London Institute of Banking and Finance (LIBF).

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 representative on IIBM Governing Board).
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).

* Life Member

4. ***Dr Kedar nath Mukherjee:*** *(a)* Ph.D., Guide, Savitribai Phule Pune University, Pune, *(b)* Member, Editorial Committee of NIBM In-house Journal PRAJNAN, *(c)* Referee of Journals: IIMB Management Review (Elsevier), Asia Pacific Financial Markets (Springer), International Journal of Emerging Markets (Emerald), Studies in Economics and Finance (Emerald), Indian Journal of Corporate Governance (Sage), Emerging Markets Finance and Trade (M.E.Sharpe), *(d)* Member, Board of Studies (BoS) and Academic Advisory Council, Institute of Public Enterprise (IPE), Hyderabad,
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 M Manickaraj***: Member of Board of Studies in Financial Management, Savitribai Phule Pune University.
8. ***Prof Anjan Roy:*** Member of the Governing Board of Southern India Bank's Staff Training College, Bengaluru.
9. ***Dr Kaushik Mukerjee:*** *(a)* Editor, Vinimaya – the bankers' journal, *(b)* Ph.D., Guide, Savitribai Phule Pune University, Pune in the area of Organization Management, *(c)* Referee of Journals: International Journal of Retail and Distribution Management, Emerald; IIMB Management Review, Economic Systems, Elsevier; Journal of Financial Services Marketing, Springer; Journal of Marketing Communications, Taylor and Francis *(d)* Member of Editorial Board of Drishtikon, Journal of Symbiosis Centre for Human Resource and Development.

Other Activities

A. Library

Books

With the addition of 240 books to the library the general collection stands at 69340. With 3,589 reports in the Rand Corporation Collection, the total number of books has reached 72,929. Another 321 bound volumes were added, taking the collection of bound volumes to 15,483 by the end of March 2020.

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 13 newspapers. The break-up of journals and newspapers is as follows:

	Newspapers				*Journals*			
	Indian	*Foreign*		*Total*	*Indian*	*Foreign*		*Total*
Subscription	13	0		13	47	64		111
Exchange	–	–			31	09		40
Complimentary	–	–			09	03		12
	13	+ 0	=	13	87	+ 76	=	163

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 3010 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. *EBSCO E-Book Collection*
3. *IMF eLibrary*
4. *J-Gate Social & Humanities database*
5. *JSTOR*
6. *National Digital Library (NDL)*
7. *Thomson Reuters EIKON Including Datastream*

Library has started developing the digital library. Library is subscribing 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. 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)

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

Desktop Computers with internet connectivity were also been provided in the Hostel Premises for easy computing facility to the participants after office hours. Recently we have installed additional 30 access points of Wi-Fi in all the Hostels and Lecture Hall Complex to get good connectivity of Wi-Fi to all the participants . We are also providing 24x7 Wi-Fi connectivity to PGDM Students and employees of the Institute on their own devices in the Office Area as well in the Residential premises of the NIBM Campus.

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

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

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

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

C. Medicare Facilities

It's widely acknowledged that a healthy body equals a healthy mind.

NIBM prides in having a very good medical facility and high quality personal medical care for each any every member/student of the Institute.

We believe that the Facutly, Students, Participants and the entire staff must be in their best of health in order to maximise the teaching and learning experience at the Institute.

The medical team at NIBM comprises of

Medical Advisor	:	Dr Amit Majumdar
Resident Medical Officer	:	Dr Mini Chitkara
Nurse	:	Sister Lata

There are two dispensaries within the campus : Main Clinic and the PGDM Clinic

We have day care facility and are equipped with emergency medicines, oxygen, and ECG machine.

The dispensary opens at 8.30 am and closes at 9.00 pm from Monday to Saturday and emergency call for Sunday.

The institute is empanelled with leading hospitals of the city for providing tertiary medical care.

We also have the facility of sample collection for investigations and assessment of lab results for better care. We provide comprehensive medical care for students, faculty and campus residents with families, staff, participants, both national and international.

Also we hold medical activities from time to time like health check camp, blood donation camp and talks with renowned consultants.

Summary of Labour Day Camp

A health check camp was organised for mainly the contract workers of NIBM on April 27, 2019 from 9:30 am to 5:30 pm. The camp was organised with support from Inamdar Multispecialty Hospital, Pune and Lawrence and Mayo under the supervision of Dr Mini Chitkara.

The camp targeted on checking of blood sugar levels, blood pressure, BMI, eye check and general physical examination by a doctor.

Lawrence and Mayo had arranged for low cost frames in view of labour class affordability and also gave discount coupons for family check valid for a month at any of their outlets.

Inamdar Multispecialty hospital also gave discount coupons for blood tests, OPD consults including free sample collection service for a month from date of camp.

The camp was visited by Dr K L Dhingra (Director) and Mrs Soni Philip (CAO). This gave an immense pleasure and encouragement to the organisers and also the workers attending the camp.

Approximately 75 members attended the camp and were given prescription for test required and advised follow up with reports. We were happy to welcome few of the campus families and faculty members also for the camp.

A copy of records of all those who attended the camp is maintained in the clinic.

Blood Donation Camp

The camp was held on February 12, 2020 to coincide with the visit of Hon'ble President of India, on the occasion of Golden Jubilee Celebration of NIBM.

The camp was organised in association with RED CROSS SOCIETY. It was inaugurated by Shri Ganesh Kumar, Executive Director, RBI.

Shri Ganesh Kumar also was a volunteer for blood donation, in spite of a long hectic day. This was a warm welcome by all around and a proud moment of feeling for NIBM.

Also, we had student volunteers from PGDM, making it a smooth process. The donors were also a part of student's team.

The donors were given refreshments at the end of blood donation. All of them underwent a medical check before proceeding back to their busy day schedule. They were also advised about the symptoms to report in case of any problems.

The donors were issued a certificate and a card for claiming a bag of blood free of cost for family once in lifetime valid all over the country.

The camp had to be winded up in a span of 2 hours to welcome our Hon'ble President of India.

Talk on Dietics and Weight Management

Good Health is extremely important, invaluable and indispensable.

A talk was organised at NIBM for the students ,staff, faculty and resident families by well known professionals Dr Qaedjohar Dhariwal and Ms Shahenaz A Shaikh on topic of Dietics and Weight Management, as part of NIBM Golden Jubilee Celebrations.

Dr Dhariwal shared his experiences of obesity and associated health problems in todays society. He laid stress on right diet – myths and realities. Also, being a orthopaedic surgeon he gave his advice on the rightful way of exercising to avoid damages to joints and other body structures. There was a good interaction session from the audience.

This was followed by a talk on Dietics by Ms Shahenaz more on diabetic diet. She shared her ideas on food combinations for diabetes control. She also gave advise on nutritious foods which can be consumed in a easier way to avoid deficiencies.

For weight loss diets, she advised on individual consult with a BMI, a few tests to find deficiencies before planning a diet. To conclude the session was followed by a good question answer session from the audience.

Golden Jubilee Celebrations

February 12, 2020

National Institute of Bank Management Pune, (NIBM) was established by the Reserve Bank of India in 1969, as an apex level institute with the mandate to play a proactive role of "think tank" to provide thought leadership and policy directions to the banking system. The institute is engaged in Research, Training & Education of senior executives of banks and financial institutions, and to provide consulting support to the banking and financial sector.

In the last fifty years, as an apex level training and academic institution, NIBM has contributed immensely to transfer the latest banking knowledge, ideas and best practices to senior and top executives of the banks/financial institutions. It has trained more than 1,10,000 participants from the banking industry from India and from more than 130 countries. Since 2003, it has been offering a full-fledged AICTE approved two year Post Graduate Diploma in Banking and Finance which is designed as a contemporary, rigorous and innovative programme to develop bankers of tomorrow. In 2017, the Institute has successfully launched several e-certification courses in response to RBI's capacity building endeavour. It has also conducted many sponsored research as well as consultancy projects for the banking industry.

NIBM has thus completed 50 glorious years of service to the banking industry meeting the expectations of stakeholders and playing a key role in creating world-class, competitive banking and financial services capabilities. It has evolved into a centre of advanced learning, research and skill development in all areas of banking and financial sector.

On February 12, 2020 the Institute celebrated its Golden Jubilee an event which was graced by the Hon'ble President of India, the First Lady, the Governor of Maharashtra, the Governor of Reserve Bank of India and other dignitaries and heads of banks. The function comprised the unveiling the new logo of the Institute, a customised MYSTAMP and a Coffee Table Book recording the history of contribution made by NIBM.

In his speech, the Hon'ble President of India, Shri Ram Nath Kovind, congratulated the Institute for the milestone achieved and urged to strive ahead for accomplishing even higher purpose. A special pavilion was set up with banks stalls showcasing their deep involvement and achievement in developmental activities leading to increased outreach of banking amongst masses, which was highly appreciated.

International Programme on Role and Functioning of Central Bank
August 05 – 17, 2019



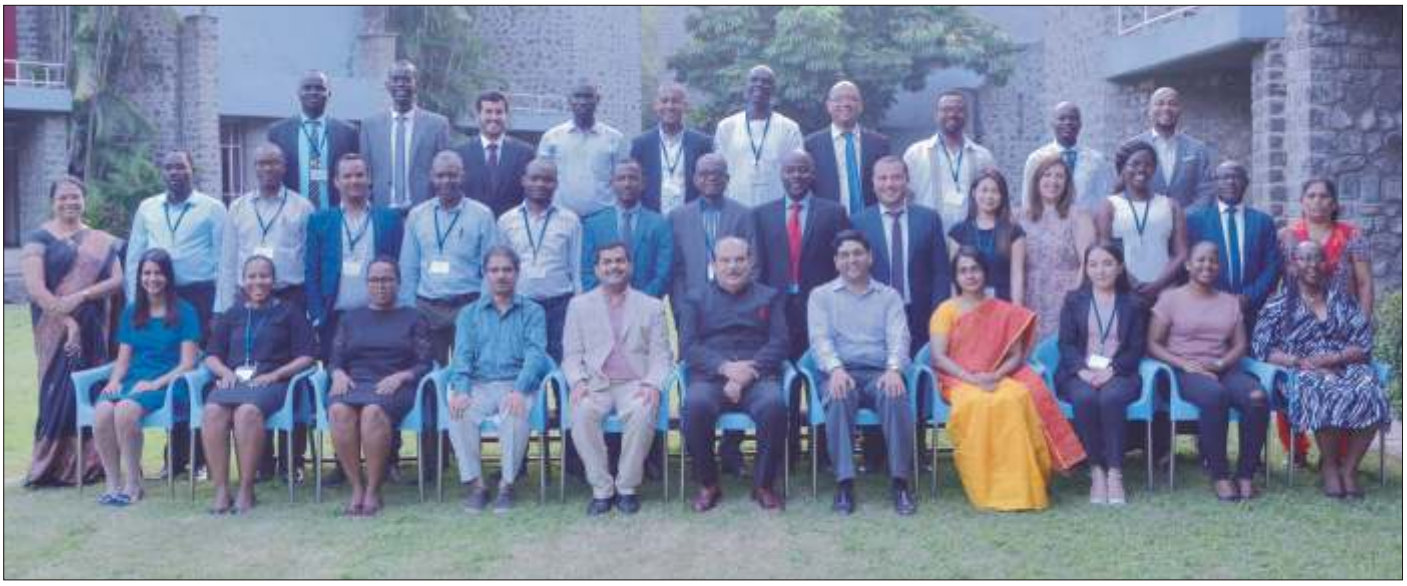
Seated: Dr K L Dhingra, Director, NIBM, Dr G Nagaraju, Dr Jiji T Mathew (Programme Coordinators) and NIBM Faculty with programme participants

International Programme on Asset-Liability Management in Banks and Financial Institutions
September 23 – October 05, 2019



Seated: Dr K L Dhingra, Director, NIBM, Dr S V Kuvalekar, Prof Sanjay Basu (Programme Coordinators) and Dr G Nagaraju, Faculty, NIBM with participants of ITEC Programme

International Programme on Inclusive Banking and Finance
November 11 – 23, 2019



Seated: Dr K L Dhingra, Director, NIBM, Dr Naveen Kumar K, Dr Dinesh Jain (Programme Coordinators), Dr S V Kuvalekar, Associate Dean (Training) and Dr Elizabeth James, Faculty, NIBM with programme participants

International Programme on Corporate Governance and Leadership for Top Executives from the Financial System
December 09 – 14, 2019



Seated: Dr K L Dhingra, Director, NIBM, Dr S V Kuvalekar, Associate Dean (Training), Dr Kaushik Mukerjee, Prof B V Chaubal (Programme Coordinators) with programme participants

International Programme on Inclusive Banking and Finance
December 09 – 21, 2019



Seated: Dr K L Dhingra, Director, NIBM, Dr Naveen Kumar K, Dr M Manickaraj (Programme Coordinators) and Dr S V Kuvalekar, Associate Dean (Training) with programme participants

International Programme on Bank Financial Management
(Focus: Risk Management and Basel II & III Accords)
January *06 – 18, 2020*



Seated: Dr K L Dhingra, Director, NIBM, Dr S V Kuvalekar, Prof Sanjay Basu (Programme Coordinators) and NIBM Faculty Members with programme participants

International Programme in Banking and Finance
(Focus: Credit Management & International Trade Financing)
March 02 – 14, 2020



Seated: Dr K L Dhingra, Director, NIBM, Dr S V Kuvalekar, Associate Dean (Training), Dr Smita Roy Trivedi, Dr Elizabeth James, (Programme Coordinators) and NIBM Faculty Members with programme participants



International Women's Day Celebration

Annexures

Annexure I

Organizationwise Number of Participants: 2019–20

	Organization	*No. of Participants*
A.	**RESERVE BANK OF INDIA**	
1.	Reserve Bank of India	23
2.	Reserve Bank Information Technology Pvt. Ltd.(ReBIT)	4
	Sub-Total	**27**
B.	**STATE BANK GROUP**	
1.	SBI DFHI Ltd	6
2.	State Bank Institute of Consumer Banking	5
3.	State Bank Institute of Credit and Risk Management	4
4.	State Bank Institute of Human Resource Development	2
5.	State Bank Institute of Leadership	2
6.	State Bank Institute of Rural Banking	1
7.	State Bank of India	25
	Sub-Total	**45**
C.	**PUBLIC SECTOR BANKS**	
1.	Allahabad Bank	12
2.	Andhra Bank	39
3.	Bank of Baroda	44
4.	Bank of India	72
5.	Bank of Maharashtra	27
6.	Canara Bank	484
7.	Central Bank of India	106
8.	Corporation Bank	221
9.	Indian Bank	68
10.	Indian Overseas Bank	141
11.	Oriental Bank of Commerce	175
12.	Punjab and Sind Bank	57
13.	Punjab National Bank	14
14.	Syndicate Bank	80
15.	UCO Bank	73
16.	Union Bank of India	88
17.	United Bank of India	5
	Sub-Total	**1706**

	Organization	*No. of Participants*
D.	**PRIVATE SECTOR BANKS**	
1.	Airtel Payments Bank Ltd.	29
2.	Axis Bank Ltd	15
3.	Bandhan Bank	2
4.	Capital Small Finance Bank Ltd.	3
5.	City Union Bank Ltd.	7
6.	CSB Bank Ltd.	7
7.	DCB Bank Ltd	56
8.	Dhanlaxmi Bank Ltd.	3
9.	Equitas Small Finance Bank	1
10.	ESAF Small Finance Bank	34
11.	HDFC Bank Ltd.	8
12.	ICICI Bank Ltd.	3
13.	IDBI Bank Ltd.	48
14.	IDFC First Bank Ltd.	1
15.	India Post Payments Bank Ltd.	5
16.	IndusInd Bank Ltd.	3
17.	Jana Small Finance Bank Ltd.	3
18.	Karnataka Bank Ltd.	48
19.	Kotak Mahindra Bank Ltd.	26
20.	NSDL Payments Bank Limited	1
21.	Suryoday Small Finance Bank Ltd	1
22.	Tamilnad Mercantile Bank Ltd.	53
23.	The Federal Bank Ltd.	31
24.	The Jammu & Kashmir Bank Ltd.	27
25.	The Karur Vysya Bank Ltd.	62
26.	The Lakshmi Vilas Bank Ltd.	1
27.	The South Indian Bank Ltd.	56
28.	Ujjivan Small Finance Bank Ltd.	16
29.	Utkarsh Small Finance Bank	1
30.	YES Bank Ltd.	3
	Sub-Total	**554**

	Organization	*No. of Participants*
E.	**COOPERATIVE BANKS**	
1.	Abhyudaya Co-operative Bank Ltd.	4
2.	Andhra Pradesh Co-operative Bank	1
3.	Bankura District Central Co-operative Bank Ltd.	1
4.	Bassein Catholic Co-op Bank Ltd.	4
5.	Bharat Co-op Bank (Mumbai) Ltd	5
6.	Citizen Credit Co-op Bank Ltd.	3
7.	GP Parsik Sahakari Bank Ltd.	1
8.	Janata Sahakari Bank Ltd(Pune)	3
9.	Repatriate Co-op Fin & Devep.Bank	2
10.	REPCO Bank	2
11.	Saraswat Co-op Bank Ltd.	10
12.	SVC Co-op. Bank Ltd.	2
13.	The Kalupur Commercial Co-op Bank Ltd	13
14.	The NKGSB Co-op Bank Ltd	1
15.	The Odisha State Cooperative Bank Ltd	3
16.	The Vishweshwar Sahakari Bank Ltd.	2
17.	The Zoroastrian Co-op. Bank Ltd.	1
	Sub-Total	**58**
F.	**REGIONAL RURAL BANKS**	
1.	Andhra Pradesh Grameena Vikas Bank	1
2.	Andhra Pragati Grameena Bank	1
3.	Aryavart Bank	9
4.	Baroda U P Gramin Bank	1
5.	Chaitanya Godavari Grameen Bank	1
6.	Chattisgarh Rajya Gramin Bank	1
7.	Dakshin Bihar Gramin Bank	1
8.	Himachal Pradesh Gramin Bank	1
9.	Karnataka Gramin Bank	1
10.	Karnataka Vikas Grameena Bank	1
11.	Kashi Gomti Samyut Gramin Bank	1
12.	Kerala Gramin Bank	1
13.	Maharashtra Gramin Bank	1
14.	Mizoram Rural Bank	2
15.	Prathama U P Gramin Bank	3
16.	Punjab Gramin Bank	1
17.	Rajasthan Marudhara Gramin Bank	1
18.	Sarva Haryana Gramin Bank Ltd.	1
19.	Saurashtra Gramin Bank	1
20.	Telangana Grameena Bank	1
21.	Uttarbanga Kshetriya Gramin Bank	4
22.	Vidharbha Konkan Gramin Bank	1
	Sub-Total	**36**
G.	**FOREIGN BANKS (IN INDIA)**	
1.	Abu Dhabi Commercial Bank PJSC	1
2.	ANZ Bank	16
3.	Bank of Bahrain & Kuwait BSC	2
4.	Bank of Ceylon (India)	2
5.	Cooperatieve Rabobank U.A.	17
6.	DBS Bank India Ltd.	3
7.	Doha Bank QPSC	1
8.	First Abu Dhabi Bank PJSC	1
9.	FirstRand Bank Limited	1
10.	Hongkong & Shanghai Banking Corp. Ltd	4
11.	HSBC Bank	1
12.	HSBC Global Resourcing	1
13.	J P Morgan Chase Bank N A	3
14.	Mashreqbank PSC	2
15.	MUFG Bank Ltd.	21
16.	SBM Bank (India) Limited	12
17.	The Bank of Nova Scotia	2
	Sub-Total	**90**
H.	**FOREIGN BANKS (OUTSIDE INDIA)**	
1.	Abay Bank S.C.	7
2.	Afghanistan International Bank	14
3.	Agency for the Banks Liquidation	2
4.	Agrani Bank Limited	17
5.	Ambalangoda Multipurpose Cooperative Society Ltd.	9
6.	Asset Management Center, BOL	1
7.	Azerbaijan Rural Women's Association	1
8.	BAC Credomatic	1
9.	Banco Agricola SA	1
10.	Banco Central de Honduras	1
11.	Bangladesh Bank	144

	Organization	No. of Participants
12.	Bangladesh Bank Training Academy	1
13.	Bangladesh Development Bank Ltd.	1
14.	Bangladesh Krishi Bank	2
15.	Bank Al Maghrib, Morocco	1
16.	Bank Asia Limited	3
17.	Bank Keshavarzi	1
18.	Bank of Baroda Tanzania	2
19.	Bank of Bhutan Ltd.	9
20.	Bank of Ceylon	21
21.	Bank of Ceylon, Maldives	1
22.	Bank of Lao PDR	1
23.	Bank of Maldives PLC	3
24.	Bank of Mauritius	4
25.	Bank of Mongolia	3
26.	Bank of Mozambique	4
27.	Bank of South Sudan	18
28.	Bank of Tanzania	5
29.	Bank of the Lao PDR	2
30.	Bank-e-Mille - Afghan	1
31.	BGFI Bank	1
32.	Bhutan Development Bank Ltd	11
33.	Board of Supreme Audit	1
34.	BRAC Bank Ltd.	1
35.	BSIC Cote D'Ivoire	1
36.	Canara Bank Tanzania Ltd.	3
37.	Capital Market Development Authority	1
38.	Central Bank of Kenya	1
39.	Central Bank of Paraguay	2
40.	Central Bank of South Sudan	1
41.	Central Bank of Sri Lanka	2
42.	Central Bank of Sudan	4
43.	Central Bank of Syria	5
44.	Chinggis Khaan Bank	1
45.	Citizens Bank International Ltd.	46
46.	Civil Bank Ltd.	4
47.	Commercial Bank of Ceylon - PLC	1
48.	Commercial Bank of Ethiopia	1
49.	Commercial Bank of Maldives PLC	2
50.	Commercial Bank of Syria	1
51.	CRDB BANK PLC	1
52.	Da Afghanistan Bank	8
53.	Dashen Bank S C	1
54.	Demir Kyrgyz International Bank	3
55.	Development Bank of Mauritius	2
56.	Development Bank of the Philippines	2
57.	DFCC Bank PLC	4
58.	Dhaka Bank Ltd	3
59.	Diamond Trust Bank Tanzania Limited	3
60.	Druk PNB Bank Ltd	10
61.	Eastern Bank Ltd.	2
62.	Everest Bank Ltd.	20
63.	Export Import Bank of Bangladesh Limited	1
64.	Fiji Development Bank	2
65.	Financial Institutions Division, Ministry of Finance	1
66.	Ghazanfar Bank	1
67.	Global IME Bank Ltd	9
68.	Government of Dominica	1
69.	Government of Zimbabwe	1
70.	Grenada Development Bank	1
71.	Habib Bank Ltd.	1
72.	Hatton National Bank PLC	1
73.	Himalayan Bank Ltd.	10
74.	IFIC Bank Limited	16
75.	Indo Zambia Bank Ltd.	1
76.	Institute of National Planning	2
77.	Islami Bank Bangladesh Ltd.	1
78.	Jamuna Bank Ltd.	2
79.	Janata Bank Limited	32
80.	Janata Bank Nepal Limited	6
81.	Jimma University	1
82.	Jyoti Bikash Bank Limited	4
83.	Kamana Sewa Bikas Bank Ltd.	1
84.	Kompanion Bank	1
85.	Kumari Bank Limited	8

Organization	*No. of Participants*
86. Land Bank of the Philippines	2
87. Laxmi Bank Ltd	1
88. Machhapuchchhre Bank Ltd.	3
89. Maldives Islamic Bank PLC	3
90. Maldives Monetary Authority	12
91. Maubank Ltd.	2
92. Mercantile Bank Limited, Bangladesh	3
93. Midland Bank Ltd.	1
94. Ministry of Economy and Finance, Côte d'Ivoire	1
95. Ministry of Economy and Finance, Madagascar	2
96. Ministry of Economy and Finance, Morocco	1
97. Ministry of Finance, Ethiopia	2
98. Ministry of Finance, Lesotho	2
99. Ministry of Finance, Maldives	1
100. Ministry of Finance, Zambia	5
101. Ministry of Finance, Zimbabwe	1
102. Ministry of Finance and National Economy, Bahrain	1
103. Ministry of Public Enterprises, Ethiopia	1
104. Ministry of Public Utilities Civil Aviation Transportation and Energy	1
105. Mutual Trust Bank Limited	7
106. Nabil Bank Ltd.	11
107. National Bank Limited	3
108. National Bank of Egypt	2
109. National Bank of Ethiopia	4
110. National Credit and Commerce Bank Limited	2
111. National Credit and Savings Bank	1
112. National Pension & Provident Fund	2
113. National Savings and Credit Bank	6
114. Nepal Bank Limited	68
115. Nepal Infrastucture Bank Ltd.	2
116. Nepal Investment Bank Ltd	24
117. Nepal SBI Bank Ltd	4
118. NMB Bank Limited	11
119. Nouvobanq	1
120. Oikocredit	1
121. Pashtany Bank	3
122. People's Bank	14
123. Prabhu Bank Ltd.	3
124. Prime Commercial Bank Ltd.	1
125. PSJB Trust Bank	1
126. Pubali Bank Ltd.	2
127. Qatar Central Bank	1
128. RSK Bank	2
129. Rupali Bank Ltd.	22
130. Samoa Commercial Bank Ltd.	1
131. Sanima Bank Ltd	4
132. Sathapana Bank	1
133. Seylan Bank PLC	2
134. Shahjalal Islami Bank Ltd.	1
135. Siddhartha Bank Ltd	17
136. Sonali Bank Limited	232
137. Southeast Bank Ltd	1
138. Sri Lanka Savings Bank Ltd.	3
139. Standard Bank Ltd.	1
140. State Bank of India, Maldives	1
141. State Bank of Mongolia	1
142. State Bank of Vietnam	1
143. Sunrise Bank Ltd	6
144. Superintendence of Financial System, El Salvador	1
145. Superintendencia de Banca , Seguros y AFP	1
146. Superintendencia del Sistema Financiero	1
147. The Central Bank of Azerbaijan	1
148. The First Micro Finance Bank	2
149. The Mauritius Commercial Bank (Maldives) Pvt. Ltd.	2
150. The People's Bank of Zanzibar	1
151. Trade Bank of Iraq	1
152. Uttara Bank Ltd.	3
153. Xalk Bank	1
154. ZB Bank Financial Holdings	1
Sub-Total	**1064**

	Organization	*No. of Participants*
I.	**FINANCIAL INSTITUTIONS**	
1.	Andhra Pradesh State Financial Corporation	1
2.	CanFin Homes Ltd	2
3.	Exim Bank of India	9
4.	Fullerton India Credit Co. Ltd.	1
5.	Hinduja Leyland Finance Limited	1
6.	HUDCO Ltd.	31
7.	IFCI Ltd.	5
8.	India Shelter Finance Corporation Limited	1
9.	Jio Financial Services	1
10.	JM Financial Credit Solutions Limited	2
11.	JM Financial Products Limited	1
12.	L&T Housing Finance Ltd.	1
13.	Muthoot Fincorp Limited	1
14.	NABARD	65
15.	National Bank Staff College, NABARD	2
16.	NeoGrowth Credit Pvt. Ltd.	3
17.	Northern Arc Capital Limited	2
18.	PNB Housing Finance Limited	1
19.	Securities Exchange Board of India (SEBI)	1
20.	STCI Finance Limited	2
	Sub-Total	**133**
J.	**NON-BANKING FINANCE COMPANIES**	
1.	Aditya Birla Fin Ltd	5
2.	Fiducia S.A. Investment Fund Management and Securities	1
3.	HDFC Credila Financial Services Private Limited	1
4.	India Infrastructure Finance Co. Ltd.	4
5.	L & T Finance Ltd.	2
6.	L & T Infrastructure Fin Co Ltd	1
7.	Life Insurance Corpn of India	5
8.	National Housing Bank	3
9.	NatWest Markets Plc	2
10.	Nomura Financial Advisory and Securities (India) Private Limited	1
11.	PNB Gilts Ltd.	3
12.	Power Finance Corporation Ltd.	1
13.	SBI Capital Markets Ltd	6
14.	SBI Global Markets	5
15.	SBI Life Insurance Co Ltd	1
16.	TCS Services Ltd	3
17.	The Oriental Insurance Co.Ltd.	1
18.	Tourism Fin. Corpn. of India Ltd.	2
19.	Vistaar Financial Services Private Ltd.	1
20.	White Ocean Financial Advisors LLP	1
21.	YES Securities (India) Limited	1
	Sub-Total	**50**
K.	**CENTRAL/STATE GOVT. BODIES**	
1.	Department of Public Enterprises (DPE)	1
2.	Indian Statistical Service (ISS)	29
3.	Ministry of External Affairs (ITEC)	1
4.	National Scheduled Castes Finance and Development Corporation	2
5.	Pension Fund Regulatory & Development Authority	9
	Sub-Total	**42**
L.	**OTHER ORGANISATIONS**	
1.	Aatmanirbhar Laghubitta Bittiya Sanstha Ltd.	2
2.	Agriculture Development Bank, Nepal	3
3.	Amity School of Economics	2
4.	ANZ Operations & Technology Pvt Ltd	1
5.	Bankers Institute of Rural Development (BIRD)	2
6.	Banking Academy of Vietnam	1
7.	Bel-Thales Systems Ltd.	1
8.	BEML Limited	1
9.	Bharat Electronics Ltd.	2
10.	Centre for International Cooperation and Training in Agricultural Banking (CICTAB)	1
11.	Clearcorp Dealing Systems (I) Ltd	1
12.	CMR University	2
13.	Cochin Shipyard Limited	2
14.	Cochin University of Science and Technology	2
15.	Container Corporation of India Ltd.	2
16.	Credit Agricole Corporate & Investment Bank	2

	Organization	*No. of Participants*
17.	Department of Tertiary Education Financing	1
18.	Dredging Corporation of India Ltd.	2
19.	ECGC Ltd.	5
20.	FTHM Consulting	1
21.	Government Treasury of Cote D'Ivoire	1
22.	HSBC Technology India (HTI)	1
23.	ICRA Management Consulting Services Limited	5
24.	ICRA Online Limited	3
25.	IILM University	1
26.	Indian Institute of Management (IIM), Indore	4
27.	Individual Nominee	1
28.	Infosys	2
29.	IRCON International Ltd.	1
30.	IREL (India) Limited	2
31.	KIOCL Limited	1
32.	Kotdevi Saving and Credit Co-operative Ltd.	3
33.	Mahanagar Telephone Nigam Ltd.(MTNL)	2
34.	Mahila Samudyik Laghubitta Bittiya Sanstha Ltd.	2
35.	MECON Ltd.	2
36.	Ministry of Finance & Economic Development, Botswana	2
37.	Ministry of Finance & Economic Development, Zimbabwe	4
38.	Ministry of Finance and Planning, South Sudan	1
39.	Ministry of Manpower, Oman	1
40.	Ministry of the Budget, Congo (DRC)	1
41.	Miteri Saving and Credit Co-operative Ltd.	1
42.	Namuna Savings and Cooperative Credit Society Ltd.	1
43.	Nasik District Women & SHG Development Credit Coop. Society	2
44.	National Institute of Industrial Engineering	1
45.	National Payments Corporation of India	6
46.	National Skill Development Corporation (NSDC)	2
47.	National Training Academy	1
48.	NHDC Limited	2
49.	ONGC Mangalore Petrochemicals Ltd.	2
50.	ONGC Petro Additions Ltd. (OPaL)	3
51.	Rashtriya Chemicals & Fertilizers Ltd.	2
52.	REC Limited	23
53.	Rites Limited	1
54.	SAS Research & Development India Pvt. Ltd.	1
55.	School of Law, Governance and Citizenship, Ambedkar University	1
56.	Scooters India Ltd.	1
57.	Sinhaputhra Finance PLC	1
58.	Societe Generale	1
59.	St Thomas' College	3
60.	State Ministry of Finance, South Sudan	1
61.	State Street Corporate Services Pvt Ltd	1
62.	Superintendencia de Banca Seguros y AFP, Peru	1
63.	Superintendency of Banking, Insurance and Private Pension Funds, Peru	1
64.	Symbiosis Institute of Management Studies	2
65.	Tashkent University of Information Technologies	1
66.	The Clearing Corporation of India Ltd.	13
67.	Thuy Loi University, Vietnam	1
68.	Tra Vinh University, Vietnam	1
69.	University of Juba, South Sudan	1
70.	Vietnam Asset Management Company (VAMC)	1
	Sub-Total	**155**
	Grand Total Number of Participants	**3960**

Annexure II

Countrywise Number of Foreign Participants: 2019–20

	Country	*No. of Participants*		*Country*	*No. of Participants*
1.	Afghanistan	27	26.	Madagascar	4
2.	Antigua and Barbuda	1	27.	Maldives	27
3.	Azerbaijan	2	28.	Mauritius	8
4.	Bahrain	1	29.	Mongolia	5
5.	Bangladesh	505	30.	Morocco	2
6.	Bhutan	32	31.	Mozambique	4
7.	Botswana	3	32.	Nepal	276
8.	Cambodia	1	33.	Oman	1
9.	Congo (DRC)	1	34.	Paraguay	2
10.	Côte d'Ivoire	4	35.	Peru	3
11.	Dominica	1	36.	Philippines	4
12.	Ecuador	1	37.	Qatar	1
13.	Egypt	5	38.	Samoa	1
14.	El Salvador	3	39.	Seychelles	1
15.	Ethiopia	17	40.	South Sudan	22
16.	Fiji	2	41.	Sri Lanka	58
17.	Grenada	1	42.	Sudan	4
18.	Guatemala	2	43.	Syria	6
19.	Honduras	1	44.	Tajikistan	2
20.	Iran	1	45.	Tanzania	15
21.	Iraq	2	46.	Uzbekistan	3
22.	Kenya	1	47.	Viet Nam	5
23.	Kyrgyzstan	8	48.	Zambia	13
24.	Laos	4	49.	Zimbabwe	7
25.	Lesotho	2			
	Total Number of Participants	***1102***			

Papers/Articles Published and Conference Presentations by the Faculty: 2019–20

A. Published Papers and Articles

1. **Smita Roy Trivedi** (2019), "Impact on Financialisation on Accumulation: Evidence from India", Economic papers: *A Journal of Applied Economics and Policy*, Wiley, 39 (1), pp:89-100, ABDC 'B' rated journal.
2. D**ipali Krishnakumar and M Sethi** (2020), "Equity Market Reaction to Regulatory Reforms: A Case Study of Indian Banks", *Journal of Financial Regulation and Compliance*, Vol. 28 No. 3, pp. 431-464. https://doi.org/10.1108/JFRC-09-2019-0114. This journal is indexed in Scopus and is rated C in the ABDC list.
3. **Gargi Sanati** (2019), "Access to Subsidised Packing Credit for Financing Export: Who are the Gainers?", *Indian Economic Journal*, Vol. 66, I. 1-2, pp. 72-88. ABDC 'B' ranking.
4. **Smita Roy Trivedi** (2019), "The Moses Effect: Can Central Banks Really Guide Foreign Exchange Markets?", *Empirical Economics, Springer*, Online First (https://doi.org/10.1007/s00181-019-01671-y), ABDC 'A' rated journal.
5. **Arindam Bandyopadhyay** (2019), "The Accuracy of Agency Ratings", *Economic & Political Weekly,* Vol. 54, Issue 36, September 2019. ABDC 'B' ranking.
6. **Deepankar Roy & Anil Vaidya**, "Indian Banks Reconstruct Themselves!", *The Business and Management Review*, The Academy of Business and Retail Management (ABRM), London, Volume 10 Number 3, July 2019.
7. **Deepankar Roy, Aniruddha Morey & Samar Datta, "**How is SHG-BLP Program Influencing Risk-Return and Risk Absorption Capacities of its Beneficiary Households?", *Journal of Economics*, Issue No. 395, Aprril 2019, ABDC 'C' listed journal.

B. Conference Presentations

1. **Richa Verma Bajaj,** "Operational Risk Capital Charge Computation under Various Approaches", Conference on Indian Banking System: Way Forward on the Current Crises, organized by National Institute of Bank Management, Pune, July 5-6, 2019.
2. **Deepankar Roy & Anil Vaidya**, "Indian banks reconstruct themselves!", Paper presented in the 9th International Conference on Restructuring of the Global Economy, July 8-9, 2019, University of Oxford, UK.
3. **Kedar nath Mukherjee**, "Demystifying Yield Spread on Corporate Bonds Trades in India", Conference (International): World Finance Conference, Santiago, Chile; 24-26 July, 2019.
4. **Deepankar Roy & Sarika Lohana**, "Impact of Demographic Variables of Consumers on usage of Digital Payments", Paper presented in the 5th International Management Conference on Advances in Management through Research, Innovation & Technology, (AMRIT-II), Fortune Institute of International Business, December 2019, New Delhi.
5. **Deepankar Roy & Sarika Lohana**, "Retailer Behaviour And Adoption of Digital Payment System", Paper presented in the 15th SIMSR Global Marketing Conference, Marktech 2.0, K J Somaiya Institute of Management Studies and Research, January 2020, Mumbai.

Annexure IV

Institute Personnel 2019-20

(as on March 2020)

Dr K L Dhingra	**Director**
Faculty	**Areas of Interest**
Dr S V Kuvalekar	Financial Markets, Investment Banking, Financial Services, Corporate Finance and Accounting
Dr Arindam Bandyopadhyay	Finance; Credit Risk; Corporate Financing Pattern
Dr G Nagaraju	Monetary Economics; Macro-Econometric Modelling; International Finance
Dr M Manickaraj	Equity Investment Management; Credit Analysis; Financing SMEs; Carbon Finance
Prof Sanjay Basu	Fixed Income Portfolio Management; Market Risk Management; Asset-Liability Management; Applied Contract Theory; Game Theory
Prof Anjan Roy	Strategic Planning, Management and Control; Corporate Strategy; Industry Analysis; Organizational Structure; Business Process Analysis; Knowledge Creation and Management
Dr Kaushik Mukerjee	Strategic Management, Corporate & Business Strategy, Customer Focus, Product & Brand Management, CRM
Dr Shomi Srivastava	Human Resource Management; Organizational Behaviour
Dr Jiji T Mathew	Central Banking and Monetary Policy; Macroeconomic and Financial Market Linkages; Global Financial Markets; Financial Crisis
Prof Tasneem Chherawala	Finance
Dr Richa Verma Bajaj	Risk Management (Credit and Operational Risk); Credit Management
Dr Alka Vaidya	Data Warehousing; Business Intelligence
Dr Kedar nath Mukherjee	Finance; Fixed Income Markets; Market Risk; Financial Derivatives
Dr Naveen Kumar K	Development Economics: Development Banking and Finance; Microfinance; Micro-Insurance; Micro-Enterprises Development
Dr Sarita Bhatnagar	Marketing Management; Marketing of Banking Services; General Management; Customer Relationship Management; Service Quality Management
Dr Elizabeth James	Corporate Finance; Working Capital Management; Credit Analysis and Management
Dr Deepankar Roy	Digital Transformation, FinTech, Cyber Security
Dr Gargi Sanati	Macrofinance; International Trade Finance; Foreign Exchange Market; Exchange Arithmetic; Forex Derivatives, Forex Trading

Dr Smita Roy Trivedi	International Banking; Measurement of Bank Profitability; Central bank Intervention in Foreign Exchange Markets; Financing International Trade
Dr Dipali Krishnakumar	Finance/Accounting/IFRS/Mergers and Acquisitions/ Corporate Finance
Prof B V Chaubal	Global Markets, HR, Stressed Assets, Vigilance, Credit, General Banking
Prof Jayant Keskar	Money, Banking and International Finance
Prof Siddharth Kumar Bajpai	Finance
Prof Harish Kant Kaushik	Finance
Dr Rakesh Gupta	Finance

Administrative Support Personnel

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

Medical Team

Dr Amit Mazumdar	Medical Advisor
Dr Mini Chitkara	Resident Medical Officer

Annexure V

Visits Abroad by Faculty Members: 2019–20

1.	K L Dhingra	:	**Nepal** To deliver Valedictory Address to participants of Programme on Integrated Risk Management for Officers of Citizens Bank, Nepal; and Promotion of NIBM Programmes in Nepal. June 21 – 23, 2019
		:	**Mauritius** Promotion of NIBM Programmes in Mauritius. July 8 – 11 2019
2.	Kedarnath Mukerjee	:	**Nepal** Programme on Integrated Risk Management June 19 – 23, 2019
		:	**Chile** Presentation of Paper titled Demystifying Yield Spread Corporate Bond Trades in India July 25 – 27,2019
3.	Tasneem Chherawala	:	**Nepal** Programme on Integrated Risk Management June 19 – 23, 2019
4.	S V Kuvalekar	:	**Mauritius** Promotion of NIBM programmes in Mauritius July 7 – 11,2019
5.	Jayant Keskar	:	**Male** Customised Training Programme on Money based Laundering February 17 – 18,2020
6.	Siddharth Bajpai	:	**Male** Customised Training Programme on Money based Laundering February 17 – 18,2020

Conferences, Seminars and Programmes Attended in India by Faculty Members: 2019–20

1.	K L Dhingra	:	**New Delhi** Attended Insolvency and Bankruptcy Board of India Annual Day Lecture Series at Nehru Memorial Museum & Library Auditorium, Teen Murti Haifa Chowk, New Delhi, where Hon'ble Minister of Finance and Corporate Affairs and Hon'ble Minister of State for Finance and Corporate Affairs were the Chief Guest and Guest of Honour respectively. October 1, 2019
		:	**New Delhi** Attended 55th ITEC Day Celebrations at Pravasi Bhartiya Kendra, Dr Jose P Rizal Marg, Chanakyapuri. October 7, 2019
		:	**New Delhi** Attended India Banking Conclave organized by Centre for Economic Policy Research (CEPR) at Hotel Shangri-la Eros, Connaught Place. November 13, 2019
2.	Alka Vaidya	:	**Pune** Programme on Data Analytics June 24 – 28,2019
3.	Tasneem Chherawala	:	**Pune** Programme on Data Analytics June 24 – 28,2019
4.	Harish Kant Kaushik	:	**New Delhi** Certificate Training Programme on Cross Border Insolvency September 3, 2019
5.	Richa Verma Bajaj	:	**Pune** Winter School in Econometrics, 2019 December 24 – 28,2019
6.	Dipali Krishnakumar	:	**Pune** Winter School in Econometrics, 2019 December 24 – 28,2019

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. Indian Bank
10. Indian Overseas Bank
11. Oriental Bank of Commerce
12. Punjab National Bank
13. Punjab & Sind Bank
14. Syndicate Bank
15. Union Bank of India
16. United Bank of India
17. UCO 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 Ltd.
14. Catholic Syrian Bank Ltd.
15. Standard Chartered Bank
16. Utkarsh Small Finance Bank Ltd.
17. India Post Payment Bank Ltd.

Statement of Accounts for the Year 2019–20

National Institute of Bank Management

KAILASH CHAND JAIN & CO. (Regd.)

CHARTERED ACCOUNTANTS

"Edena" 1st Floor, 97, Maharshi Karve Road,
Near Income Tax Office, Mumbai 400 020
e-mail: mail@kcjainco.com, kcjainco@gamail.com

Phone : 022-22009131
022-22065373
022-22005373
Fax : 022-22089978

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, 2020

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

(a)	Whether the accounts are maintained regularly and in accordance with the provision of the Act and the rules;	Yes
(b)	Whether the receipts and disbursements are properly and correctly shown in the accounts;	Yes
(c)	Whether the cash balance and the vouchers in the custody of the mananger or the trustee on the date of audit were in agreement with accounts;	Yes
(d)	Whether all books, deeds, accounts, voucher, 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 regional office and the defect and the 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 neccesary information required by him;	Yes
(g)	Whether any property or the funds of the Trust were applied for any object or purpose other than for object or the purpose of the Trust;	No
(h)	The amount outstanding for more than one year and the amount written off, if any;	Amount outstanding for more than one year is Rs.746.95 Lakh and the provision has been created for the whole amount.
(i)	Whether the tender were invited for repairs or construction involving expenditure exceeding Rs.5000/-	Tenders are generally invited for repairs & construction involving expenditure exceeding Rs.5000/-
(j)	Whether any money of the public trust has been invested contrary to the provision of Section 35;	No

(k)	Alienantions, if any of the immovable property contrary to the provisions of Section 36 which have come to notice of the auditors.	The institute has given land & building on lease to the Bank of Maharashtra and Post Office for consolidated lease of Rs 32830/- plus GST per month. The above lease amount is after retrospective increase in maintenance charges from Jan, 2017. According to explanation given to us, the Institue has made an application to the Charity Commissioner for granting permission & 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 & compalince pursuant to Circular No.364 dated October 31, 2013 issused by Charity Commissioner, Maharastra State, Mumbai. (Attached vide 'Annexure A')
(m)	All cases of irregular, legal or improper expenditure or failure or commission to recover monies or the 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 cause in consequences of breach of trusts or misapplication or any other misconduct on the part of the trustees or any person while in the management of trust.	There are no cases of irregular, illegal or improper expenditures.
(n)	Whether the budget has been filed in the form provided by rule 16A	Yes, Filed on 11.03.2019

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

(a)	Whether the maximum and minimum number of trustee is maintained.	Yes
(b)	Whether the meetings are held regularly as provided in such instrument.	Yes
(c)	Whether the minute book of the proceeding of the meetings is maintained.	Yes
(d)	Whether any of the trustee 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 irregularties pointed out by the auditors in the accounts of the previous year have been duly complied with by the trustees during the period of audit	Not Applicable

For Kailash Chand Jain & Company
Chartered Accountants
Firm Regn. No.112318W

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

CA Yash Singhal
Partner
Membership No.159392
UDIN: 20159392AAAABX7364

Place :Mumbai
Date: 16/10/2020

Notes to Auditor's Report for the year ended March 2020

ANNEXURE A

1. Outstanding Income and Contribution, other than interest on Fixed Deposits are subject to confirmation, reconciliations & 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. 746.95 lakhs, and should expedite the process of recovery. However, provision for entire outstanding amount has been made.
3. Refer 'Note No. X of Schedule 8, Notes to Accounts. The Institute has filed an appeal to various income tax authorities.

The Status of Income Tax Cases for Assessment years is as below:

Period	*Amount*	*Remarks*
AY 2008-09	50,70,690	The original assessment was made with NIL Income. Then the case was reopened treating depreciation as Business income. However, ITAT order dated 02.08.19 dismissed the reopened order. Hence, the original assessment order stands valid.
AY 2009-10	2,29,88,954	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2010-11	3,30,55,710	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2011-12	1,95,15,391	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2012-13	2,31,24,690	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2013-14	Income assessed at Rs. 5,69,87,150	ITAT order dated 02.08.19 received whereby the CIT(A) has been directed to re-examine NIBM's appeal and rectify his original order after giving an opportunity of being heard to NIBM. Letter dated 20.09.19 written to CIT(A) requesting him to fix up a hearing.
AY 2014-15	Tax assessed at Rs. 97,57,040	ITAT order dated 02.08.19 received whereby the CIT(A) has been directed to re-examine NIBM's appeal and rectify his original order after giving an opportunity of being heard to NIBM. Letter dated 20.09.19 written to CIT(A) requesting him to fix up a hearing.
AY 2015-16	Tax assessed at Rs. 97,16,250	Appeal dated 25.01.18 filed with CIT(A). Hearing pending. Entire demand stayed vide CIT(E)/Stay/2017-18 dated 15.03.18
AY 2016-17	Tax assessed at Rs. 3,28,57,073 +Interest	Appeal dated 10.01.19 filed with CIT(A). Hearing pending. Letter no. Accts/2018-19/072 dt.12.02.19 written to DCIT requesting him to stay the entire demand.
AY 2017-18	Tax assessed at Rs.2,18,40,204	Notice u/s 142(1) received and details submitted online on 21.02.19 & vide our letter on 21.11.19. NIBM is in the process of filing an appeal with the Commissioner of Income Tax (Appeals) in response to the order u/s 143(3) dated 21.12.19.
AY 2018-19		Intimation u/s 143 (1) received. Appeal with the CIT(A) filed online on 13.12.19 but pending for EVC. Hence, hard copy of the appeal filed.
AY 2019-20	Tax assessed at Rs.7,47,19,765	Intimation u/s 143(1) dated 31.10.19 received. Intimation u/s 245 dated 14.07.2020 received. Reply filed against intimation u/s 245. NIBM is in the process of filing an appeal with the Commissioner of Income Tax (Appeals) in response to the intimation u/s 143(1).

4. We invite attention to Note No. XI of Schedule 8, Need to Accounts, wherein the institute has stated that, NIBM land (admeasuring 4755 sq. mtrs. In Survey No. 22/2B) was forcibly encroached and illegally occupied by adjoining landlord & has been in dispute case in the Pune District Court. In January 2016, the case has been dismissed in favour of 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.
5. During the review of BRS of NIBM Accounts it is being observed time barred entries are standing in BRS of Following Banks Accounts:

   (i) BOM-01-20002400021, *(ii)* BOM-15-20002400587, *(iii)* BOM-376-20002403044, *(iv)* OBC-11281131004402

It is hereby recommended to review the above bank accounts and take corrective action for time barred entries.

As at 31.03.2019	*Funds & Liabilities*	*Schedule*	*As at 31.03.2020*	
Rs.			Rs.	Rs.
	NIBM Trust/Corpus Fund			
111,736,027	Balance as per last Balance Sheet		115,255,427	
3,519,400	Add: Interest allocated during the year		2,582,401	117,837.828
115,255,427				
	General Fund			
800,248,771	Balance as per last Balance Sheet		945,078,273	
159,358,191	Add: Surplus during the year transfered from Income & Expenditure		117,470,809	
64,530	Add: House Furnishing and Conveyance Loan Balance		41,490	
959,671,493			1,062,590,571	
13,378,445	Less: Transferred to Sinking Fund for Depreciation		12,663,465	
1,214,775	Less: Transferred to Employees' Welfare Fund		1,285,068	1,048,642,038
945,078,273				
	Fund-Upgradation of NIBM			
744,727,103	Balance as per last Balance Sheet		784,058,804	
6,477,628	Add: Contribution received from Member Banks towards Non-Recurring Expenses		8,779,146	
32,854,073	Add: Interest on Deposits		16,847,747	809,685,697
784,058,804				
	Employees' Welfare Fund			
1,609,228	Balance as per last Balance Sheet		2,874,689	
1,214,775	Add: Contribution received during the year		1,285,068	
50,686	Add: Interest allocated during the year		64,410	
–	Less: Payment made during the year		163,090	4,061,077
2,874,689				
	Sinking Fund for Depreciation			
95,212,143	Transfer from General Fund		111,589,528	
13,378,445	Add: Transfer from General Fund during the year		12,663,465	
2, 998,940	Add: Interest allocated during the year		2, 500,263	126,753,256
111,589,528				
	NIBM Publications Fund			
28,026,078	Transfer from General Fund		29,837,210	
1,811,132	Add: Interest allocated during the year		668,529	30,505,739
29,837,210				
	PGDM Fund			
69,638,160	Opening Balance		73,519,998	
4,681,838	Add: Interest on Deposit		1,647,281	
74,319,998			75,167,279	
800,000	Less: Merit-cum-Means Loan Scholarship		1,300,000	73,867,279
73,519,998				
2, 062,213,928		c/f		2,211,352,914

Accounts
Bank Management
as at 31st March, 2020

As at 31.03.2019	*Properties & Assets*	*Schedule*		*As at 31.03.2020*
Rs.			Rs.	Rs.
130,396,117	**Fixed Assets**	1		126,459,148
16,578,101	**Capital Work in Progress**			18,115,477
	Current Assets, Loans & Advances			
194,727,322	Other Current Assets **(Outstanding Income)**	2	188,047,823	
128,699	Advances : Employees		279,364	
87,754	: Others		94,389	
1,485,000	: Scholarship		865,000	
15,240	Conveyance Loan		23,040	
26,250	House Furnishing Loan		64,164	
2,876,721	Other Deposits		2,880,021	
4,723,556	Income Tax Paid under Protest		4,723,556	
8,938,972	Prepaid Expenses		1,920,802	
	Duties & Taxes			
191,302,848	For Tax Deducted at Source		219,258,049	
11,672,377	For Goods & Service Tax		5,178,301	423,334,509
415,984,739				
	Cash & Bank Balances			
	A) Cash & Stamps on Hand			
9,944	(i) Cash in Hand		10,131	
146,938	(ii) Postal Stamps		344,352	
14,164,277	B) In Current Accounts with Banks		3,726,426	
5,175,198	C) In Current Accounts with Banks (Earmarked for various Funds per contra)		1,008,090	
11,943	D) In Current Account with Bank (Earmarked for Campus Development Fund)		11,294	
	E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)			
698,891,424	General Fund	832,788,012		
72,923,236	Leave Encashment Fund	74,411,517		
60,817,979	PGDM Fund	64,784,658		
621,003,022	Fund – Upgradation of NIBM	660,582,022		
97,583,844	NIBM Corpus Fund	101,561,258		
24,476,371	NIBM Publication Fund	26,292,077		
1,405,408	Employees' Welfare Fund	2,533,130		
83,152,830	Sinking Fund for Depreciation	98,330,925	1,861,283,601	1,866,383,894
1,660,254,114				
1,679,762,414				
2,242,721,371	c/f			2,434,293,028

As at 31.03.2019	*Funds & Liabilities*	*Schedule*	*As at 31.03.2020*	
Rs.			Rs.	Rs.
2,062,213,928	b/f			2,211,352,914
	Leave Encashment Fund			
83,498,992	Opening Balance		84,444,909	
2,085,871	Add: Provision for contribution during year		–	
3,784,345	Add: Interest received during the year		2,041,030	
4,924,299	Less: Payments made during the year		3,535,204	82,950,735
84,444,909				
	Current Liabilities and Provisions			
43,290,055	For Expenses		40,074,977	
12,733,773	For Other Deposits		14,556,557	
20,099,240	For Income Received in Advance		66,771,750	
76,123,068				
	Duties & Taxes			
351,080	For Tax Deducted at Source		497,284	
14,180,873	For Goods & Service Tax		13,086,811	
405,512	For 7th CPC pay revision		–	
2,000	For PGDM Loan Scholarship Fund		2,000	
5,000,000	For New Initiatives/Ventures		5,000,000	139,989,379
96,062,533				
2,242,721,371				2,434,293,028

Significant Accounting Policies 8
As per our report of even date

For Kailash Chand Jain & Company
Chartered Accountants
Firm Reg. No. 112318W

sd/-
CA Yash Singhal
Partner
Membership No. 159392
UDIN:20159392AAAABX7364

sd/-
A Bandyopadhyay
(Acting Director)

Mumbai, Dated : 16/10/2020

Accounts
Bank Management
as at 31st March, 2020

As at 31.03.2019	*Properties & Assets*	*Schedule*	*As at 31.03.2020*
Rs.			Rs. Rs.
2,242,721,371	b/f		2,434,293,028
2,242,721,371			2,434,293,028

sd/-
Soni P Philip
(Chief Administrative Officer)

sd/-
Anagha Kotwal
(Chief Manager-Accounts)

Year ended 31.03.2019	*Expenditure*	*Schedule*	*Year ended 31.03.2020*	
Rs.			Rs.	Rs.
34,401,773	Expenses in Respect of Properties	5		50,876,509
84,337,184	Establishment Expenses	6		84,024,955
	Auditor's Remuneration			
85,000	Audit Fees		67,000	
10,000	In other Capacity (Provident Fund)		8,000	75,000
95,000				
13,378,445	Depreciation	1	12,663,465	
23,473	Write-off on Furnishing		701,290	
13,401,918				13,364,755
124,664,870	Expenditure on Objects of the Trust – (Educational)	7		129,661,040
–	Provision for Income not received			74,695,445
159,358,191	Surplus Transferred to General Fund			117,470,809
416,258,936				470,168,512

Significant Accounting Policies 8
As per our report of even date

For Kailash Chand Jain & Company
Chartered Accountants
Firm Reg. No. 112318W

sd/-
CA Yash Singhal
Partner
Membership No. 159392
UDIN:20159392AAAABX7364

sd/-
A Bandyopadhyay
(Acting Director)

Mumbai, Dated : 16/10/2020

Bank Management
for the Year Ended 31st March, 2020

Year ended 31.03.2019	*Income*	*Schedule*	*Year ended 31.03.2020*	
Rs.			Rs.	Rs.
77,523,119	Interest – FDR/SDR/Other Instrument			93,198,893
	Contributions from			
18,646,092	Ordinary Member Banks	3		19,538,344
1,800,000	Associate Member Banks/Financial Institutions	4		2,500,000
169,440	Maintenance Charges			894,905
257,451	Miscellaneous Income			188,877
25,077	Receipts against Provision for Income not received			11,402,215
	Fees Income			
195,020,027	Training Programme		188,853,837	
117,272,141	PGDM		144,246,141	333,099,978
312,292,168				
5,347,337	Sponsored Research			9,154,500
	Income from Publications			
65,942	Books		77,531	
86,760	Journal Prajnan		79,450	
45,550	House Journals		33,820	190,801
198,252				
416,258,936				470,168,512

sd/-
Soni P Philip
(Chief Administrative Officer)

sd/-
Anagha Kotwal
(Chief Manager-Accounts)

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)

Golden Jubilee Celebrations...

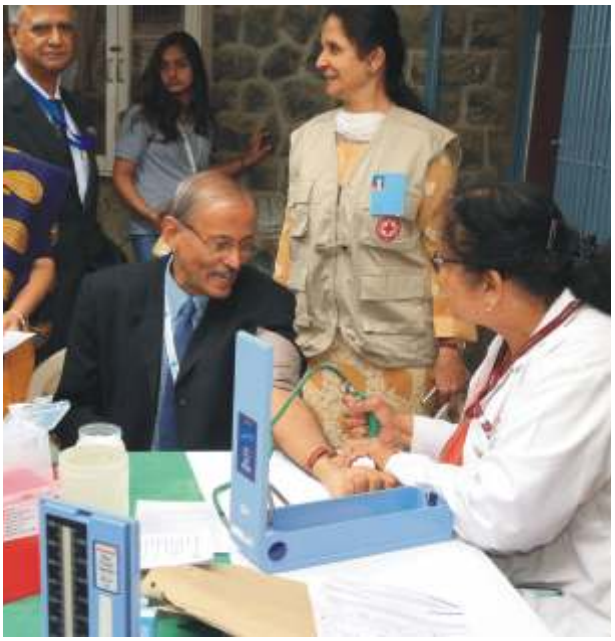


NIBM Customised MYSTAMP – Released



Tree Plantation by the Dignitaries

Shri Ganesh Kumar, Executive Director, RBI,
at the Blood Donation Camp, NIBM Dispensary



Golden Jubilee Celebration



Faculty & Administrative Staff (NIBM) and the dignitaries seated in the first row.

Sitting L to R **:** **Shri H N Panda *(CGM, Reserve Bank of India)*, Prof M S Sriram *(Visiting Faculty, IIM, Bangalore)*, Shri S Ganesh Kumar *(ED, Reserve Bank of India)*, Shri Pallav Mohapatra *(MD & CEO, Central Bank of India)*, Mrs Lopamudra Das, Shri Shaktikanta Das (*Governor, Reserve Bank of India)*, Mrs Savita Kovind, Shri Ram Nath Kovind *(Hon'ble President of India)*, Shri Bhagat Singh Koshyari *(Hon'ble Governor of Maharashtra)*, Shri Mahesh Kumar Jain *(DG, Reserve Bank of India)*, Dr M D Patra *(DG, Reserve Bank of India)*, Shri Rajnish Kumar *(Chairman, State Bank of India)*, Dr K L Dhingra *(Director, NIBM)*, Shri Karnam Sekar *(MD & CEO, Indian Overseas Bank)*, Prof Sanjay Basu *(Faculty & FRGB*, NIBM*)***